



STATE OF WASHINGTON

Department of Personnel
Human Resource Information Systems Division
4224 Sixth Avenue SE
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RFP No. HRIS-03-02

*Human Resource Management System (HRMS) Application, Technical Infrastructure, and
Implementation Services*

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1 Project Overview

1.1 HR 2005 Background

1.1.1 Overview

The Personnel System Reform Act of 2002 (Substitute House Bill 1268) will result in the most sweeping changes to human resource management in Washington State government since the State's Civil Service System was created more than forty years ago.

The Act requires substantive changes to Washington State's collective bargaining, competitive contracting, and civil service rules and processes. The Department of Personnel (DOP), Office of Financial Management (OFM), and Department of General Administration (GA) are responsible for developing the new business rules and procedures to implement the provisions of the Act.

The OFM focus is Collective Bargaining (CB), while the DOP focus is Civil Service Reform (CSR) and the modification, enhancement, or replacement of the existing human resource information systems to support the new rules for CSR/CB. GA is responsible for implementation of the Competitive Contracting provisions of the law that will allow the State to contract out services that have historically been provided by State employees.

The 2002 Personnel System Reform Act includes a January 1, 2005 deadline to begin implementation of a new classification system and a July 1, 2005 deadline for implementation of the first collective bargaining agreements.

However, the State human resource information systems do not allow implementation of the new law. These systems are 27 years old, inflexible, complex, and do not support the modern human resource practices required.

The State conducted an extensive Feasibility Study in 2002. This study evaluated three alternatives to meet the requirements of the law:

1. Modification of existing systems;
2. Replacement of the existing systems with a commercial software package; and
3. A combination of modification and package replacement.

In addition to these options, the Feasibility Study considered a "Do Nothing" alternative and an Outsourcing alternative. The "Do Nothing" alternative was dropped from further consideration when it became apparent that implementing CSR/CB without system support would result in overwhelming negative impact to State services and resources. The Outsourcing option would involve moving the operation, maintenance, and support of the primary services provided by the current centralized systems to an outside vendor. Such a solution is not allowable under existing law; however, it could be considered in the future.

The State has selected Alternative 2 – Package Replacement to meet its CSR/CB requirements. Selection of a Human Resource Management System (HRMS) is expected to support most of the currently defined CSR/CB requirements for the 2003-05 biennium, as well as the currently defined requirements for the 2005-07 biennium.¹

¹ Throughout this Request for Proposal, there is frequent reference to the Feasibility Study. This entire study may be found on the Department of Personnel web site at <http://hr.dop.wa.gov/hr2005docs/>.

1.1.2 Business Environment

The DOP human resource information systems are “mission critical” to State government. These enterprise-wide systems support over 65,000 state employees and over 2,000 authorized system users. The systems supporting the payroll function produce paychecks twice a month totaling \$220 million in gross pay. For personnel functions, the systems support multiple human resource transactions; *e.g.*, job candidate referral (hiring, promotions, separations, and other staffing actions), leave tracking, training registration and tracking, position and employee history, and others. The combined payroll and personnel systems contain data from which workforce statistical information is produced; *e.g.*, demographics, turnover, retirement projections, salary levels, and others.

The DOP human resource information systems are over 25 years old, technically complex, costly to modify, and lack the functionality and flexibility to support modern human resource practices and the changing needs of State government. The systems continually struggle to meet the business needs of their customers and are losing ground. Currently, there are 717 outstanding modification/enhancement requests from customers of the DOP human resource information systems. As a result, agencies have developed over 100 supplemental systems to meet their human resource needs.

A high-level assessment of current human resource functions and the Human Resources Information Systems Division (HRISD) supporting systems was completed prior to passage of the Personnel System Reform Act of 2002. The study included the following observations:

- State civil service rules, policies, and business practices are complex, making changes to human resource information systems difficult.
- The risk of payroll problems is increasing to unacceptable levels.
- Existing human resources systems lack critical functionality.
- The payroll system does not integrate well with statewide accounting and budgeting applications.
- The human resource information systems require significant effort and time to modify. Major changes frequently cost \$1 million each.
- Access to human resource information is difficult, resulting in a proliferation of agency-unique human resource information systems.
- DOP is at risk of losing key technical staff to support the human resource information systems.

As a result of the 2002 Personnel System Reform Act, current business rules, practices, and processes will change significantly. Providing DOP human resource information system support for these changes will be a substantial challenge for the State.

1.2 Purpose

The purpose of this Request for Proposal (RFP) is to obtain a Human Resource Management System solution to support the Civil Service, Collective Bargaining, Competitive Contracting, and Payroll requirements of the State of Washington. This solution will replace existing Department of Personnel (DOP) systems and potentially other systems operated by State agencies.

As a result of this RFP, DOP expects to enter into at least two Contracts:

- A Contract for the license, maintenance, and support of commercial standard software with the publisher of the core HRMS software.
- A Contract for the implementation of the solution.

In addition, DOP or the Department of Information Services (DIS) may enter into one or more Contracts for the acquisition of components of the technical infrastructure necessary to operate the HRMS solution. These Contracts may include:

- Contracts for the purchase of information technology and telecommunications hardware.
- Contracts for the license of operating system software, database management systems, and other utilities or software necessary to operate the HRMS solution.

Proposals developed in response to this RFP must meet the following requirements:

1. Each Proposal must be provided by a vendor or team of vendors that includes the publisher of the proposed core human resource management system (HRMS) software application.
2. A publisher of a core HRMS software application may submit more than one Proposal, but each Proposal will be for a complete solution that includes application software, technical infrastructure, and implementation services.
3. A provider of implementation services (“system integrator” or “service providers”) may submit Proposals in conjunction with multiple software publishers, but each Proposal will be for a complete solution that includes application software, technical infrastructure, and implementation services.
4. Each Proposal must include specifications and costs for a single recommended technical infrastructure consisting of hardware, operating system, database management system, and other hardware or software products. This configuration must meet the application performance and response time requirements described in the RFP.
5. The Proposal must identify and provide a complete description of all software, hardware, and other components to be delivered as part of this solution. The Proposal must indicate the purchase, licensing, and other contractual arrangements that the software publisher and other vendors for the hardware, software, and other components prefer, recommend, or require for the solution.
6. Each Proposal must include a single team of implementation service providers. One of these proposed vendors must be the prime contractor for the implementation of the solution.
7. Hardware manufacturers or resellers, and operating system, database management system, and other utility, middleware, or software publishers or resellers may be included in multiple Proposals.
8. Proposals may include third-party software applications or services that would be necessary to supplement the core HRMS software application in order to meet DOP’s functional business and technical requirements. Such third-party software applications or services must be fully integrated with the core HRMS software application.
9. Third-party software applications or services may be included in multiple Proposals.

The State does not contemplate outsourcing of the human resource management system at this time. Washington law currently prohibits services historically and customarily provided by State employees to be transferred to an outside organization, and the State has determined that operation of the human resource management system meets this prohibition.

1.2.1 Human Resource Management System Functions

The State of Washington has distributed responsibility for the core Financial and Administrative system that support government operations:

- The Department of Personnel (DOP) supports Human Resources and Payroll systems;

- The Office of Financial Management (OFM) has responsibility for providing Accounting and Budgeting systems;
- The Department of General Administration (GA) supports Procurement systems;
- The Health Care Authority (HCA) supports the State employee insurance benefits programs;
- The Department of Retirement Systems (DRS) supports the State employee retirement, deferred compensation, and Dependent Care Assistance programs; and
- The Department of Information Services (DIS) provides computing and network infrastructure.

At the highest level, the scope of the HRMS involves providing support for three core business processes: Personnel Management, Leave Management, and Payroll. *In addition*, the scope of this system provides the opportunity for the State to move towards a common enterprise-reporting capability for both the central Financial and Administrative system providers (DOP, OFM, GA, HCA, DRS, and DIS) and the line agencies.

1.2.1.1 Manage Personnel

Managing personnel creates and maintains the core employment records for State employees, including personal and demographic data, position and classification data, and a history from hire to retirement of an employee's personnel actions and career movements through the State's extensive network of agencies and departments.

Manage Personnel consists of the following sub-processes:

- Manage Human Resources
- Perform Organization And Staffing Analysis
- Classify Positions
- Manage Employee Performance
- Calculate Compensation
- Manage Training and Development
- Manage Employee Relations
- Manage Labor Relations

1.2.1.2 Manage Leave

The State provides a comprehensive array of leave programs, including sick leave and annual leave accruals and additional types of leave caused by a variety of events such as military service, jury duty, bereavement, and similar events. Leave is accrued in days, hours, and fractions of hours, for a period of a month, quarter, or year, using a rate of accrual based on years of service or a fixed amount per accrual period. Accruals may be adjusted by percent of full-time and are also subject to maximum balances. Manage Leave also includes the application of the provisions of the Family and Medical Leave Act and Washington State shared leave rules.

Manage Leave consists of the following sub-processes:

- Manage Leave Accrual Plans
- Maintain Leave Balances and History
- Report Leave Information

1.2.1.3 Manage Payroll

The Payroll process provides timely payment of earnings to employees. It includes calculation of total gross pay and employee deductions and employer contributions for taxes and benefits. Management of Payroll includes the transactions for automatic payments, time transactions, retroactive pay, automatic warrant/check cancellations, employer costs expense transfers, and hour and dollar balance adjustments.

Manage Payroll consists of the following sub-processes:

- Manage Time and Attendance
- Manage Labor Cost Distribution
- Perform Calculations and Disbursements
- Apply Deductions
- Make Payments
- Manage Tax Reporting

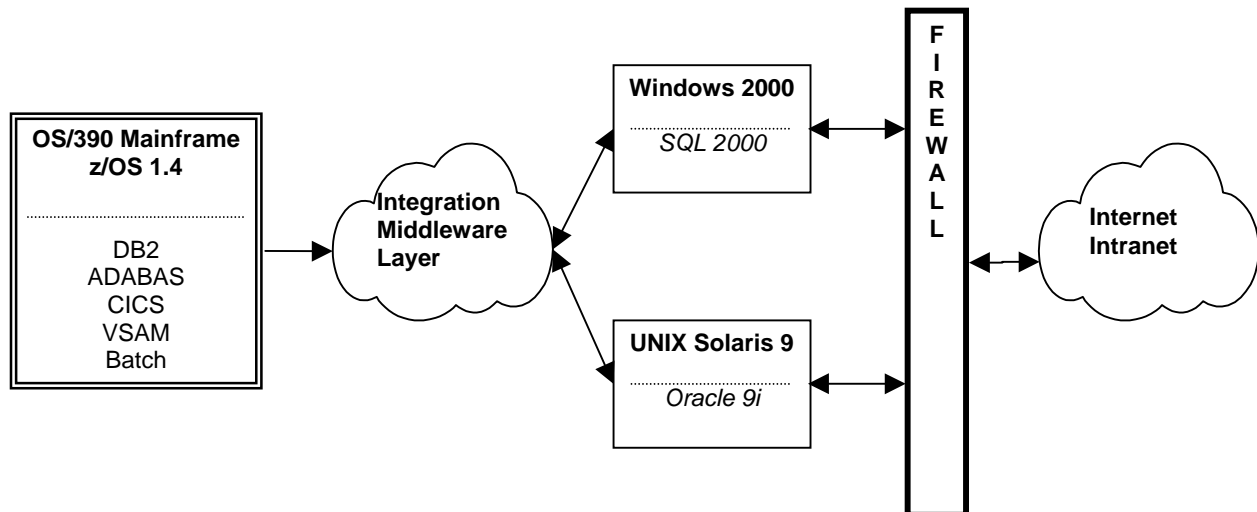
1.2.1.4 Reporting, Data Warehouse, and Analytics

DOP currently operates a data warehouse to support end user reporting needs within the Executive, Legislative, and Judicial branches. This system is available to State agencies for use in executing standard and ad hoc queries of workforce data.

The HRMS implementation is expected to replace the existing data warehouse with a new solution whose reporting tools will also serve as the eventual platform for an enterprise-wide reporting system. This system would encompass the needs of the central Financial and Administrative systems (Accounting and Budgeting, Human Resources and Personnel, and Procurement), and potentially the needs of line agencies for a sophisticated reporting and analysis solution.

1.2.2 Technical Infrastructure

DOP intends to house the technical infrastructure that will support the new HRMS at the State's data center, under the operational control of DIS. Because of security concerns, DIS does not provide details of the existing technical architecture. The following high level diagram shows the essential elements of the existing technical architecture:



Vendors should submit proposals that include specifications for the technical infrastructure necessary to support the expected production volumes and meet the State's performance requirements. This technical infrastructure is expected to include the server hardware, operating system, database management system, and any other hardware or software products necessary to provide a complete HRMS solution. Network, firewall, and other similar enterprise-wide technical infrastructure components are not part of this RFP and should be assumed to be sufficient to meet the HRMS requirements.

The proposed technical infrastructure should include the minimum and recommended workstation configurations; however, as individual State agencies are responsible for their procurement, vendor proposals should not include costs for any workstations.

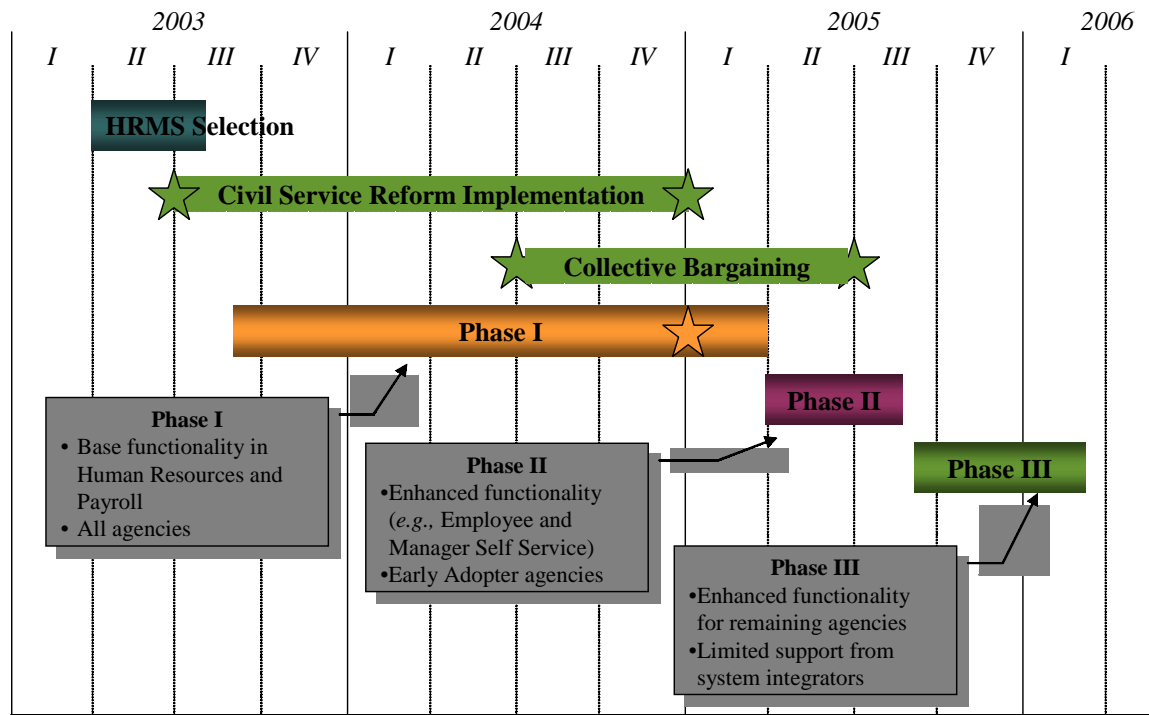
1.2.3 Services

DOP intends that all professional services necessary to successfully implement the new HRMS will be part of the RFP. These services include:

- Project Management, including Risk Management and Mitigation
- Business Process Design and Package Configuration
- Change Management
- Technical Services, including infrastructure design and support, and design, development, and testing of application enhancements, reports, integration with external applications, and data conversion
- Training

1.3 Project Timeline

The high-level project timeline and major phases are shown on the chart below. Bars shown with stars are concurrent related projects, but are not part of the RFP. Further information about project timelines is included in the project Feasibility Study at <http://hr.dop.wa.gov/hr2005/docs/>. The expected date of implementation for Phase I is January 1, 2005.



Within this timeline, Phase I is envisioned to consist of the core Human Resources, Benefits, and Payroll functionality necessary to support the requirements of Civil Service Reform and Collective Bargaining, and are applicable to the entire State government population. The “enhanced functionality” desired in Phases II and III support additional business processes and requirements, and is expected to be deployed sequentially to State agencies. The State expects to deploy this functionality to “early adopter” agencies in Phase II with the assistance of the implementation services provider, and then to deploy to the remaining agencies in Phase III with only minimal external assistance.

Functionality envisioned for each of these Phases follows.

Phase I	Phases II and III
<ul style="list-style-type: none"> • Organization <ul style="list-style-type: none"> • Organization Structure • Job Classifications • Positions • Workforce Administration <ul style="list-style-type: none"> • Employee Information • Job Information • Compensation • Labor Relations <ul style="list-style-type: none"> • Contract Negotiations • Contract Administration • Regulatory Compliance and Reporting • Work Force Development <ul style="list-style-type: none"> • Performance Management • Benefits 	<ul style="list-style-type: none"> • Recruitment <ul style="list-style-type: none"> • Position Recruitment • Application • Certification of Applicant to Position • Applicant • Recruitment History • Employee Relations <ul style="list-style-type: none"> • Discipline Tracking • Appeals • Labor Relations <ul style="list-style-type: none"> • Grievance Tracking • Work Force Development <ul style="list-style-type: none"> • Competencies and Accomplishments • Succession Planning • Training • Time and Labor

Phase I	Phases II and III
<ul style="list-style-type: none"> • Health and Welfare Benefits • Deferred Compensation • Retirement Systems • Voluntary Employee Beneficiary Association 	<ul style="list-style-type: none"> • Project Organization • Work Schedules • Time and Labor • Labor Cost Distribution
<ul style="list-style-type: none"> • Leave Management <ul style="list-style-type: none"> • Leave Types • Leave Accrual Plans • Leave Transactions • Enrollment • Leave Payoff • Shared Leave • Family and Medical Leave Act • Leave Balances and History • Leave Reporting 	<ul style="list-style-type: none"> • Self-Service <ul style="list-style-type: none"> • Employee • Manager
<ul style="list-style-type: none"> • Payroll <ul style="list-style-type: none"> • Payroll Schedule • Work Calendar/Schedule • Time and Attendance • Payroll • General Deductions • Garnishments • Earnings Statement • Direct Deposits and Vendor Payments • Financial Accounting • Standard Reports 	
<ul style="list-style-type: none"> • Budget 	
<ul style="list-style-type: none"> • Data Warehouse / Workforce Analytics 	

Vendors are encouraged to propose alternative approaches and timelines that are consistent with the legislated requirements of the Personnel System Reform Act. Alternative approaches can include a different division of functionality among the Phases, different approaches to rolling out the implementation to the State workforce, or any other aspect of the implementation that the Vendor believes would reduce risk to the State, increase the likelihood of success, and enhance the cost-effectiveness of the overall implementation.

1.4 Evaluation Framework

The Evaluation Framework defines the approach to qualifying and evaluating vendor proposals. There are two components to the Evaluation Framework:

- Mandatory and Desired Qualifications, which define the minimum qualifications that each proposed solution must have in order to meet the critical business requirements of the State with an acceptable level of risk.
- Selection Criteria, which define how the solutions will be measured against each other.

These two components work together throughout the vendor evaluation process. The Mandatory and Desired Qualifications are used initially to identify any proposals that do not meet the minimum requirements for evaluation. A Proposal must meet the Mandatory Qualifications in order to receive further consideration. The Selection Criteria establish the areas for detailed evaluation and the relative weight assigned to each criterion.

The Evaluation Teams will score proposals that meet the Mandatory Requirements using the Selection Criteria and will rank all proposals in order. The State intends to invite a maximum of three proposal teams to Olympia to conduct product demonstrations and make presentations to the Evaluation Teams. The teams invited will be the three highest-scoring teams *except* that no core HRMS package will be represented by more than one team. (To illustrate: assume the State receives three proposals that include Software Publisher X. Even if all three of these proposals scored highest among all proposals received, only the highest-scoring of these three proposals would be invited to conduct an on-site demonstration and presentation.)

Following the on-site demonstrations and presentations, the Evaluation Teams will again score the proposals using the Selection Criteria. This re-scoring will utilize all information provided and available, including the original proposal, the evaluation of the on-site demonstrations and presentations, any response to the request for a best and final offer, and reference checks.

1.4.1 Mandatory and Desired Requirements

Due to the visibility of this project and the significant cost, the DOP places a high value on demonstrated success of the solution in comparable environments. Proposals are required to meet certain Mandatory Requirements. Proposals that fail to demonstrate the ability to satisfy the Mandatory Requirements will be excluded from further consideration. In addition, there are Desired Requirements that the Proposal should meet; however, failure to meet the Desired Requirements will not cause disqualification from further consideration. It will, however, reduce a Vendor's score in the "Vendor Viability and Vision" screening criterion.

The Mandatory and Desired Requirements are detailed in Section 3.3, Mandatory and Desired Requirements.

1.4.2 Selection Criteria

The Selection Criteria define how the proposed solutions will be compared against each other. The criteria are grouped into categories of similar requirements and factors.

Screening Criterion	Weight
Strategic Alignment – the extent to which the proposed solution can achieve the tangible and intangible benefits sought by the State.	15%
Functional Requirements – the extent to which the proposed solution meets the business requirements for human resources, leave management, and payroll.	25%
Technical Architecture – the suitability of the proposed hardware, technical infrastructure, and the technical architecture of the application; degree of fit to the State's technology architecture.	20%
Cost – using a "total cost of ownership" approach over a ten-year time horizon, the expected costs to the State of the proposed solutions.	10%
Services – implementation services and the ability of the solution vendors to deliver the solutions to the State within the required time frame and with suitable management and mitigation of risk. (Note that post-implementation support services and vendor-delivered training services are included in the next criterion.)	20%

Screening Criterion	Weight
Vendor Viability and Vision – principally the long-term viability of the core software application publisher as a strategic vendor and the congruence of the publisher’s product vision with the State’s evolving vision for the delivery of human resource services in the State. If the proposed solution includes third-party software or services to meet part of the functional requirements, the viability and vision of these vendors will also be included in the evaluation of this criterion.	10%

The Selection Criteria are described in more detail in Section Three – Proposal Instructions.

1.5 State of Washington Responsibilities

1.5.1 Project Staffing

The State of Washington intends to staff this project with a team of functional and technical resources. It expects that substantially all of these individuals will be assigned to the project full-time and for the entire duration of the project.

The Feasibility Study provides an estimate of the State implementation staffing necessary during the three phases of the implementation.

Role	FTE
Project Management	1.0
Functional Analysts	15.0
Technical Analysts	6.0

In addition to the full-time team, the State will make available subject matter experts needed to respond to management information needs, reporting requirements, labor cost distribution, Civil Service Reform, Collective Bargaining, Competitive Contracting, and other areas as necessary. These experts are in addition to the Functional Analysts.

1.5.1.1 Project Management

The Project Manager will provide leadership and direction in all functional areas. Tasks that may be performed include:

- Develop team work plans
- Lead deliverables reviews
- Accept deliverables
- Authorize payment of invoices
- Coordinate and assign team activities and tasks
- Coordinate cross team communication and tracking of team’s tasks to completion
- Coordinate problem resolution and assist in leading Status Meetings
- Manage compliance with the software license and implementation services contract

1.5.1.2 Functional Analysts

The State of Washington will provide functional analysts for each functional area with appropriate management attributes, business unit knowledge, and process knowledge of the existing State of Washington human resources, benefits administration, financials and payroll systems, and external interfaces to other systems. Tasks that may be performed include:

- Participate in the deliverables reviews as needed
- Provide functional information about the existing application environment
- Review conversion data file information
- Participate in application design via the future requirements and fit-gap analysis workshops
- Assist in problem resolution
- Participate in status meetings
- Respond and obtain approval for functionality decisions resulting from participation in requirements, fit-gap analysis, and configuration workshops
- Facilitate change management implementation
- Coordinate training efforts

1.5.1.3 Technical Analysts

The State of Washington will provide technical analysts to support the implementation of the selected HRMS application. These individuals may require additional training in the specific operating system, database management system, and application technologies, and such training will be provided during the project. A variety of technical roles will be supported, including:

- HRMS System Administration
- Operating System Administration
- Database Administration
- Technical Design and Development
- HRMS Architect
- HRMS Security
- Server Operations and Management

Tasks that may be performed include:

- Set up security
- Test and design application definition
- Participate in the deliverables reviews as needed
- Provide technical information about the existing systems
- Provide technical information on/about the existing application environment
- Provide technical information about system interfaces
- Provide data file information
- Participate in application design
- Develop technical specifications
- Provide information about any third party systems as may be needed for specification creation
- Code and test interfaces, conversions, adaptations, and modifications to the system
- Provide infrastructure design and implementation services
- Participate in status meetings

1.5.2 Assumptions

DOP will be responsible for providing the environment and facilities for the project implementation and operation and for providing support services, including subject matter experts associated with the project. DOP will be responsible for the following items and/or services for the project:

1. Providing reasonable and necessary office space, local telephone connections, workstations, copiers, fax machines, and DOP Intranet and Internet access at the DOP site.
2. Providing the Contractor information regarding standard hardware, operating system, system software, database configurations, and current business practices used by the State.

3. Providing access at mutually agreed times and locations to appropriate DOP facilities.
4. Supplying DOP-specific information necessary for the Contractor to implement all functions of the HRMS.
5. Reviewing and accepting all project Deliverables such as software functional and design documentation, operations documentation, training materials, report formats, progress reports, test plans, and related documentation in accordance with the Contract. DOP will provide acceptance notice or cure notice to the Contractor in accordance with times specified in the Work Plan.
6. Providing documentation and interface information for all required manual and automated system interfaces to DOP's existing applications required to support the HRMS.
7. Verifying that the deliverables, materials, and workmanship of Contractor-provided Services conform to the Contract requirements, including specifications.
8. Conducting Acceptance Tests and evaluating the test results. DOP and other State personnel will conduct Acceptance Testing with the Contractor's assistance.
9. Providing facilities for training.
10. DOP will Contract with an independent third party to provide quality assurance services for the overall project.
11. The State will maintain an overall change management function to plan and coordinate the joint implementation of the HRMS along with Civil Service Reform, Collective Bargaining, and Competitive Contracting.

2 General Information

2.1 ProposalLink

ProposalLink is a web-based tool that will be used as the vehicle to submit a fully electronic proposal in response to the RFP. Proposals will only be accepted through ProposalLink. With the exception of the signed Required Forms, hard copy proposals will not be accepted. Information about ProposalLink can be found on <http://www.proposalink.com>. Vendor teams will be trained on the tool upon receipt of the required Letter of Intent. Vendors will receive any amendments/addenda to the RFP and written answers to questions via ProposalLink.

DOP will print a hard copy of the Proposal information submitted by Vendors using ProposalLink. This hard copy will become part of the contracts that will ultimately be executed with the Apparently Successful Vendor(s). Vendors may request a copy of this document at any time following the deadline for submission of the Proposal to validate that State's copy is accurate.

2.2 Request for Proposal Timeline

This RFP is being issued under the following *RFP Timeline*. Vendor deadlines are mandatory and non-negotiable. Failure to meet any of the required deadlines will result in disqualification from participation. All times are local time, Olympia, Washington (Pacific Daylight Time).

RFP issued to prospective Vendors	April 16, 2003
Bidders' Conference	April 23, 2003
Vendor (Prime Contractor) Letter of Intent due to the RFP Coordinator	April 25, 2003 No later than 5:00 p.m.
Last date to submit Vendor Questions, in writing via ProposalLink website	May 2, 2003
DOP issues answers to Vendor Questions posted on ProposalLink website	May 9, 2003
Vendor Responses must be posted on ProposalLink	May 19, 2003 No later than 12:00 p.m.
Vendor's Required Signed Forms due to RFP Coordinator	May 19, 2003 No later than 12:00 p.m.
Notification to Finalist Vendors	May 23, 2003
Vendor On-Site Demonstrations by Finalists	June 9 – June 18, 2003

Demonstration scripts and presentation instructions will be provided 16 calendar days prior to each vendor's scheduled Demonstration. For the vendor scheduled to present on June 9 and 10, this means scripts and instructions will be provided on May 23. DOP reserves the right to provide supplemental instructions up to seven calendar days following the date the scripts and instructions are first provided.

Request Best and Final Offer from Finalists	June 20, 2003
Vendor Best and Final Offer due in writing via ProposalLink website	June 30, 2003
Notification of Apparently Successful Vendor	July 7, 2003
Begin Contract Negotiations	July 8, 2003
Vendor requests debriefing	July 15, 2003 No later than 5:00 pm.
Vendor debriefings	Between July 16 and 25, 2003

DOP reserves the right to revise the above timeline.

The Apparent Successful Vendor may be required to take part in a presentation to the Information Services Board the week of July 7, 2003.

2.3 RFP Coordinator and RFP Questions

Upon release of this RFP, all Vendor communications concerning this acquisition must be directed to the RFP Coordinator listed below until the date that the Vendor Letter of Intent is due. Subsequent to that date, all official communications such as questions, clarifications, and general comments are to be submitted via the ProposalLink tool. No official responses will be provided to requests for information outside of ProposalLink. All oral communications will be considered unofficial and non-binding on the State. With the exception of the Office of Minority and Women's Business Enterprises, (reference Section 2.17, Minority and Women's Business Enterprises (MWBE)), unauthorized contact regarding the solicitation with other State employees may result in disqualification. Vendors should rely only on written statements provided by the RFP Coordinator on the ProposalLink website.

Vendors will be allowed to submit questions up until the date specified in Section 2.2, Request for Proposal Timeline. An official written DOP response will be provided for Vendor questions received by this deadline. Written responses to Vendor questions will be posted in ProposalLink for all participating Vendors who have submitted a Letter of Intent (Section 2.4, Letter of Intent). The name/company of the Vendor that submitted the questions will not be identified.

In general, communication during the RFP process will be facilitated by the ProposalLink tool except where specific instructions state otherwise. For reference purposes, the RFP Coordinator contact information is included below:

Philip Leung, RFP Coordinator
Human Resources Information Systems Division
State of Washington Department of Personnel

Mailing Address PO Box 47580
Olympia, WA 98504

Street Address 4224 Sixth Avenue SE, Bldg #1
Olympia, WA 98504

Telephone: 360-664-6399
Fax: 360-438-7530
E-mail: PhilipL@DOP.WA.GOV

2.4 Letter of Intent

Vendors who intend to submit a Proposal to this RFP must provide a written Letter of Intent to the RFP Coordinator no later than 5:00 p.m., Pacific Time (Olympia, WA), on the date specified in Section 2.2, Request for Proposal Timeline. The Letter of Intent will initiate the process to establish ProposalLink user accounts and to register for ProposalLink training. When the RFP Coordinator receives the Letter of Intent, Proposal Tech (the vendor that operates ProposalLink) will contact the Vendor Representative to coordinate individual training sessions and provide access information on User Ids and passwords.

The Letter of Intent may be provided by *either* the publisher of the core HRMS application *or* the organization that is proposed to be the Prime Contractor for the implementation services Contract.

Vendors must submit a separate Letter of Intent in the event that either a software publisher or an implementation services provider plans to participate in multiple proposals. This submission approach is required so that separate User Ids can be created for each separate proposal.

The Letter of Intent cannot be submitted via ProposalLink and must be submitted directly to the RFP Coordinator. Vendor assumes all responsibility for delays caused by the U.S. Postal Service or other delivery methods Vendor chooses for the Letter of Intent or any other Vendor correspondence relating to this RFP. Time extensions will not be granted. The Letter of Intent must be sent by an authorized representative via regular U.S. mail, registered or express mail, fax, or e-mail to the RFP Coordinator.

2.4.1 Content of Letter of Intent

Each Vendor (Prime Contractor) must appoint an individual to officially represent the Vendor for this acquisition.

The Letter of Intent must include:

- Name of Vendor (Prime Contractor) Representative
- Title
- Name of Organization
- Name of Software Publisher
- Address
- Telephone Number
- Fax Number
- E-mail Address
- Statement of Intent
- Certification of Ability to Meet the Mandatory and Desired Qualifications (Section 3.3)
- Request list for ProposalLink user accounts for Software Publisher, Prime Contractor (if different), and Subcontractors

Requests for the primary and additional ProposalLink user accounts should be included with the Letter of Intent. The information required to set up a user account is name, company, title, telephone number, and e-mail address.

2.4.2 Revoking Letter Of Intent

A Vendor may revoke its Letter of Intent at any time before the deadline for Proposal submission.

2.5 Delivery of Proposal

Proposals are to be completed on-line via the web-based ProposalLink tool. Hard copy (paper) responses will not be accepted for this RFP. Certain forms that must be signed and submitted via hard copy to the RFP Coordinator are specified in Section 3, Proposal Instructions.

A hard copy (paper) proposal will be prepared by the State from ProposalLink for each Proposal submitted. This hard copy document will constitute the master proposal and will be available for inspection by the Vendor at any time.

2.6 Cost of Proposal Preparation

DOP will not reimburse Vendors for any costs associated with preparing or presenting a Proposal to this solicitation. DOP will not reimburse Vendor costs associated with preparing and presenting the Vendor Demonstrations in Olympia, Washington.

2.7 Proposal Property of Department of Personnel

All materials submitted in response to this solicitation become the property of DOP. DOP has the right to use any of the ideas presented in any material offered. Selection or rejection of a Response does not affect this right.

2.8 Proprietary or Confidential Information

Any information contained in the Proposal that is proprietary or confidential must be clearly designated. Marking of the entire Proposal or entire sections of the Proposal as proprietary or confidential will neither be accepted nor honored. DOP will not accept Proposals where pricing is marked proprietary or confidential.

To the extent consistent with Chapter 42.17 RCW, the Public Disclosure Act, DOP will maintain the confidentiality of Vendor's information marked confidential or proprietary. (See <http://www.ofm.wa.gov/reports/smhandbk/smhandbk.pdf> for the provisions of the Public Disclosure Act.) If a request is made to view Vendor's proprietary information, DOP will notify Vendor of the request and of the date that the records will be released to the requester unless Vendor obtains a court order enjoining that disclosure. If Vendor fails to obtain the court order enjoining disclosure, DOP will release the requested information on the date specified.

2.9 Waive Minor Administrative Irregularities

DOP reserves the right to waive minor administrative irregularities contained in any Vendor's Proposal. Additionally, DOP reserves the right, at its sole option, to make corrections to Vendors' Proposal when an obvious arithmetical error has been made in the price quotation. Otherwise, Vendors will not be allowed to make changes to their quoted price after the Proposal submission deadline.

2.10 Errors in Response

Vendors are liable for all errors or omissions contained in their Proposals. Vendors will not be allowed to alter Proposal documents after the deadline for Proposal submission. DOP is not liable for any errors in Vendor Proposals. DOP reserves the right to contact Vendors for clarification of Proposal contents.

In those cases where it is unclear to what extent a requirement has been addressed or a price component has been included, the Evaluation Team, acting through the RFP Coordinator or other authorized individual, may contact a responding Vendor to clarify specific points in the Proposal submitted. However, under no circumstances will the responding Vendor be allowed to make changes to the proposed items after the deadline stated for receipt of Proposals.

2.11 Amendments/Addenda

DOP reserves the right to change the RFP Timeline or other portions of this RFP at any time. DOP may correct errors in the solicitation document identified by DOP or a Vendor. Any changes or corrections will be by one or more written amendment(s), dated, and attached to and made a part of this solicitation document. All changes must be authorized and issued in writing via ProposalLink by the RFP Coordinator. Vendors who have submitted a Letter of Intent (reference Section 2.4, Letter of Intent) will also be sent all amendments/addenda and other correspondence pertinent to the procurement.

2.12 Right to Cancel

DOP reserves the right to cancel or reissue this Request for Proposal at any time without obligation or liability.

2.13 Contract Requirements

Contracts incorporating terms that are required by the *Model Information Technology Terms and Conditions* adopted by the Information Services Board in December, 2001, have been included as separate documents and are incorporated by reference to this Request for Proposal as "Model Contracts."

To be responsive, Vendors must indicate a willingness to enter into the contracts substantially the same as the Model Contracts, by signing the *Certifications and Assurances* included in Section 4.4. Any specific areas of dispute with the attached contract terms and conditions must be identified in Vendor's Proposal as noted below and may, at the sole discretion of DOP, be grounds for disqualification from further consideration in the award of this contract.

A vendor will be more favorably evaluated based on the degree of acceptance of the specified terms and conditions without exception, reservation, or limitation.

Under no circumstances is a Vendor to submit its own standard contract terms and conditions as a response to this solicitation. Instead, Vendors must review and identify the language from the Model Contracts that Vendor finds problematic in two ways:

- Provide specific language in a revised version of the contracts with proposed changes marked.
- Delineate each edit in the format of the Issues List stating the issue subject matter, referencing the contract section, and summarizing the Vendor's position on the issue.

The Issues List must include all exceptions to the contract terms and conditions in the Model Contracts and must be attached to the *Certifications and Assurances* (Section 4.4).

Table 1 Contract Issues List

#	Issue Subject Matter	Agreement and Section	Vendor Position	DOP Response	Further Dialogue

The Apparently Successful Vendors (ASV) will be expected to execute the contracts within 18 calendar days of announcement of the ASV. To facilitate negotiations, it is expected that face-to-face negotiations between business and legal representatives authorized to commit the software publisher and the Prime Contractor and business and legal representatives authorized to commit the State will be required. The Apparently Successful Vendors must be prepared to commit these resources on-site at Olympia, Washington beginning July 8, 2003, until the contracts are signed.

If the selected Vendor fails to sign the contract within the allotted eighteen (18) days time frame, DOP may elect to cancel the award, and award the contract to the next ranked Vendor or cancel or reissue this solicitation (Reference Section 2.12, Right to Cancel). Vendor's submission of a Proposal to this solicitation constitutes acceptance of these contract requirements. DOP may also extend this timeframe at its sole discretion.

2.14 Incorporation of Documents into Contract

This solicitation document and Vendor's Proposal will be incorporated into any resulting Contracts.

2.15 Term

DOP expects to enter into two Contracts as the result of this RFP, a Software License Agreement and an Implementation Agreement.

The term of the Software License Agreement will begin on the effective date provided in the Software License Agreement.

The Implementation Agreement is subject to Chapter 39.29 RCW and must be filed with OFM before the Implementation Agreement may be effective. Therefore, the term of the Implementation Agreement will begin on the later of: (1) ten business days from the date upon which the Implementation Agreement is filed with OFM; or (2) the date upon which the Implementation Agreement is approved by OFM, and the term of the Implementation Agreement shall continue until completion of the project in accordance with the work plan, unless earlier terminated as provided in the Implementation Agreement. No work shall be commenced nor payment made under the Implementation Agreement until ten working days following the date of filing with the OFM and until approval by OFM. In the event OFM fails to approve the Implementation Agreement, the Implementation Agreement shall be null and void.

Any extensions authorized under the contracts shall be executed by the DOP Contract Administrator giving written notice to the Vendor not less than thirty (30) days prior to the expiration date of the term of the Contract, subject to any revised terms and conditions which may then be in effect. Such amendments shall be subject to filing with OFM.

2.16 No Costs Chargeable

No costs chargeable to the proposed Contracts may be incurred before receipt of a fully executed Contract.

2.17 Minority and Women's Business Enterprises (MWBE)

DOP strongly encourages participation of minority and women businesses. Vendors who are OMWBE certified or are using subcontractors who are OMWBE certified are encouraged to identify the participating firm(s) in their proposal as specified in Section 3.2.

2.18 No Obligation to Buy

DOP reserves the right to refrain from contracting with any and all Vendors.

2.19 Withdrawal of Proposal

Vendors may withdraw a Proposal that has been submitted at any time up to the Proposal due date and time (identified in Section 2.2, Request for Proposal Timeline). To accomplish Proposal withdrawal, a written request signed by an authorized Vendor representative must be submitted via ProposalLink to the RFP Coordinator. After withdrawing a previously submitted Proposal, Vendor may submit another Proposal at any time up to the Proposal submission deadline.

2.20 Vendor Presentations and Demonstrations

Vendors will be notified by the date indicated in Section 2.2, Request for Proposal Timeline if they have been selected as a finalist. Finalists will be requested to participate in two days of product demonstrations and team presentations in Olympia at a time and place selected by the State. Vendors will be provided with scripts to use in preparing the demonstrations and topics to be included in their presentations.

2.21 Best and Final Offer

During Vendor Presentations and Demonstration, the Evaluation Teams may conduct discussions with the finalist Proposal Teams. Items for discussion may include, but are not limited to, identified deficiencies in meeting functional, technical, or service requirements; terms, conditions, and assumptions of the Request for Proposal or Proposal; costs or prices; and suspected mistakes in understanding or presentation. The discussions are intended to give the finalist Vendors a reasonable opportunity to resolve deficiencies, uncertainties, and suspected mistakes and to make the cost, pricing, or technical revisions required by the resulting changes.

Upon completion of the Vendor Presentations and Demonstrations, the Evaluation Team may issue to the finalist Vendors a request for Best and Final Offers. This request may include specific instructions as to the content and form of the Best and Final Offer and an invitation to submit a revised Proposal.

The State reserves the right to select the Apparently Successful Vendor without requesting a Best and Final Offer. Therefore, Vendors should submit their Proposal on the most favorable terms the Vendor can offer.

2.22 Selection of Apparently Successful Vendor

There will be one (1) Apparently Successful Vendor identified to be eligible to provide the Solution specified in this RFP. The Apparently Successful Vendor will be the respondent who: (1) meets all the Mandatory requirements of this RFP; and (2) receives the highest number of total points as described in Section 1.4, Evaluation Framework.

2.23 Announcement of Apparently Successful Vendor

When DOP has determined the Apparently Successful Vendor(s), all Vendors responding to this solicitation will be notified by ProposalLink and by mail (or fax with follow-up hard copy in the mail). The date of announcement of the Apparently Successful Vendor will be the date the announcement letter is postmarked.

2.24 Optional Vendor Debriefing

Vendors who submit a Proposal may request an optional debriefing conference to discuss the evaluation of their Proposal. The request for and the debriefing conference must occur on or before the dates specified in Section 2.2, Request for Proposal Timeline. The request must be in writing, addressed to the RFP Coordinator and signed by the Vendor. The request may be faxed or e-mailed.

The debriefing will *not* include any detailed or comprehensive comparison between Vendor's Proposal and any other Proposals submitted. However, DOP will discuss the factors considered in the evaluation of the requesting Vendor's Proposal and address questions and concerns about Vendor's performance with regard to the solicitation requirements.

2.25 Complaint and Protest Procedures

2.25.1 Complaints

A complaint may be made before a vendor responds to a solicitation document if the vendor believes that the document unduly constrains competition or contains inadequate or improper criteria. The written complaint must be made to the RFP Coordinator no later than one week before the due date of the Proposal. The DOP solicitation process may, however, continue.

DOP must immediately forward a copy of the complaint to the Department of Information Services' Management and Oversight of Strategic Technologies Division (MOSTD). DOP must also reply to the Vendor with its findings and if appropriate a proposed solution and advise DIS/MOSTD of its reply. If the Vendor rejects DOP's proposed solution, DIS/MOSTD may direct modification of solicitation requirements or the schedule, direct withdrawal of the solicitation, or may take other steps that it finds appropriate. The DIS/MOSTD decision is final; no further administrative appeal is available.

2.25. Vendor Protests

Vendors that have submitted a Proposal to this solicitation *and* have had a debriefing conference may make protests. Upon completion of the debriefing conference, a Vendor is allowed five (5) business days to file a formal protest of the acquisition with the RFP Coordinator.

Such protest is allowed only if it is based on any of the following alleged irregularities:

- Errors were made in computing the score.
- DOP failed to follow procedures established in the solicitation document, ISB policy, or applicable State or federal laws or regulations.
- Bias, discrimination, or conflict of interest on the part of an evaluator.

Protests must be based on these criteria in order to be considered

2.25. Protest Process

Vendors making a protest shall include, in their written protest, all facts and arguments upon which the Vendor relies. Vendors shall, at a minimum, provide:

- Information about the protesting Vendor: name of organization, mailing address, phone number, and name of individual responsible for submission of the protest.
- Specific and complete statement of the action(s) being protested.
- Specific reference to the grounds for the protest.
- Description of the relief or corrective action requested.

Upon receipt of protest, a protest review will be conducted by a DOP employee not involved in the acquisition. All available facts will be considered and a decision will be issued by DOP within five (5) business days of receipt of the protest. If additional time is required, the protesting party will be notified of the delay.

In the event a protest may affect the interest of another Vendor that submitted a proposal, such Vendor may be given an opportunity to submit views and any relevant information on the protest to the RFP Coordinator.

If the Vendor is not satisfied with the DOP decision, the Vendor may appeal that decision to the Chair of the ISB within five (5) business days after the Vendor received the decision. The Chair will establish the procedures to resolve the appeal. The resulting decision is final with no further administrative appeal available and constitutes the final step of the protest process.

2.26 Electronic Availability

The contents of this RFP and any amendments/addenda and written answers to questions will be available on DOP Web sites at <http://hr.dop.wa.gov/hrreform/HRIS/vendors-conference.htm> until the deadline for

receipt of the Letter of Intent (see Section 2.2 Request for Proposal Timeline). The document(s) will be available as Adobe Acrobat “PDF” documents.

The RFP will also be available for submission of responses at <http://www.proposaltech.com/login.php>.

2.27 Vendor Status as a Washington Business

The Apparently Successful Vendor must register (or be registered) with the Washington State Department of Revenue (<http://dor.wa.gov>). The Apparently Successful Vendor must agree to collect, report, and pay all applicable State taxes.

2.28 Bond and Insurance Requirements

Vendors will be required to provide a surety bond for performance and to provide proof of insurance and a letter of credit

See Section 14 and 16 for the Services Contract for Implementation and Section 15 for the Software License Agreement.

3 Proposal Instructions

All Vendor Proposals must adhere to the format specified below. Variations from the format may result in a Vendor being declared non-responsive.

3.1 Executive Summary

Provide an executive summary of the Proposal. The summary should highlight aspects of this Proposal which make it superior or unique in addressing the needs of DOP. It should clearly and concisely state the Vendor's value proposition. The Executive Summary should not be more than four pages.

3.2 Required Forms

The *Certifications and Assurances* form (Section 4.4) must be completed and submitted in hard copy to the RFP Coordinator by the date specified in Section 2.2, Request for Proposal Timeline. The Vendor must attach a marked up copy of Model Contracts with proposed revisions, if any. See Section 2.13, Contract Requirements, for more detailed instructions. The Vendor must also provide a hard copy of the OMWBE Certification (if any, see Section 4.5).

3.3 Mandatory and Desired Requirements

Vendors must demonstrate the ability to meet the Mandatory Requirements in order to receive consideration by the Evaluation Team.

Type	Business Requirement
1. Mandatory	<p>Provide an integrated Human Resource Management System—including core human resources and payroll functionality—that has been successfully implemented in a public sector organization or governmental body in the United States with over 35,000 active employees.</p> <p>“Integrated Human Resource Management System” means a software application that performs a broad range of functions in the administration of human resource and payroll business processes and that uses a single database and application development environment and toolset. This requirement is not meant to preclude the use of third-party software or services for “non-core” functions outside workforce administration and payroll (<i>e.g.</i>, time and attendance or learning management).</p> <p>“Successful implementation” requires production operation of substantially all core workforce administration and payroll processes in accordance with applicable specifications for at least one year following initial acceptance of the system.</p>

Type	Business Requirement
2. Mandatory	<p>The proposed technical infrastructure and environment, including the combination of hardware, operating system, database, and core HRMS software application, has been successfully implemented in a private or public sector organization with over 35,000 employees.</p> <p>“Successful implementation” requires production operation of substantially all core workforce administration and payroll processes in a comparable technical infrastructure and in accordance with applicable specifications for at least one year following initial acceptance of the system.</p> <p>The technical infrastructure and environment of the qualification(s) does (do) not need to match exactly the <i>versions</i> of the proposed configuration (<i>e.g.</i>, the reference implementation may be on an earlier version of the database or an earlier model of hardware).</p>
3. Mandatory	<p>All hardware and software included in the proposed solution, including operating system, database management system, core HRMS software application, and any third-party tools, utilities, or other applications, must be a version that is currently supported under standard maintenance agreements and be generally available.</p>
4. Mandatory	<p>The proposed implementation services provider has successfully implemented the core HRMS application, including workforce administration, recruitment, training administration, and payroll functionality, in a public sector organization or governmental body in the United States with at least 1,000 end users.</p> <p>“Successful implementation” requires production operation of substantially all core workforce administration and payroll processes in accordance with applicable specifications for at least one year following initial acceptance of the system.</p> <p>“End users” are those individuals authorized to enter transaction data into the system; it does not include individuals who have only inquiry or view access to the system, nor does it include employees whose sole access is through self-service applications or transactions.</p>
5. Desired	<p>The proposed Prime Contractor for implementation services has successfully implemented the self-service applications of the proposed core HRMS application for a private or public sector organization with at least 35,000 employees.</p> <p>“Successful implementation” requires production operation of substantially all core workforce administration and payroll processes in accordance with applicable specifications for at least one year following initial acceptance of the system.</p> <p>The scope of the self-service applications must include typical employee transactions such as name and address changes and updates to payroll information (<i>e.g.</i>, exemptions and filing status, direct deposit account information). Optionally it may include manager self-service activities such as requesting a salary adjustment for an employee.</p>
6. Desired	<p>The proposed implementation services provider has successfully implemented a Human Resource Management System for a public sector organization or governmental body in the United States with at least 15,000 employees and 400 end users (“end users” as defined above in #4).</p>

Summarize relevant clients and project engagements and references using the Qualifications and Experience Matrix shown below to indicate how the companies in the Proposal Team meet the Mandatory and Desired Requirements.

1. A referenced qualification may meet more than one Mandatory or Desired Requirement.
2. Requirement 3 does not need to be demonstrated through client references.
3. Qualifications and Experience are limited to a maximum of 15 references (for the full Proposal Team).
4. The Mandatory Requirements may be met by any number of the Proposal Team members. It is not necessary for each member of the Proposal Team to meet all of the Mandatory Requirements as long as collectively the full Proposal Team meets all Mandatory Requirements.
5. For each client and project referenced in the Qualifications and Experience Matrix, provide a project summary of no more than two pages. This project summary should demonstrate exactly how the reference satisfies the Requirement. Names, titles, and phone numbers of contacts must be provided for each client. (This project summary may be electronically attached within ProposalLink and be in any format: Microsoft Word document, Microsoft PowerPoint presentation, or other document format.)
6. These clients and project references may ultimately be contacted by the appropriate evaluation team(s) for verification and to serve as references for the proposal team. The Proposal Team is responsible for ensuring that the client and project reference will be willing and able to serve as a reference.
7. DOP may, at its option, contact other known customers not on the reference list, by telephone or other means, and consider that additional information in the evaluation of the references.

Table 2 Qualifications and Experience Matrix

Client / Project Reference	Applicable to Which Proposal Team Members	1. HRMS, Public Sector Employer with > 50,000 Employees	2. Technical Infrastructure + Application with > 50,000 Employees	4 Integrator Implemented with > 1000 End Users	5. Prime Contractor Implemented Self-Service for >50,000 Employees	6. Integrator Implemented with Public Sector

3.4 Strategic Alignment with Key Benefits

The evaluation of the Vendor's alignment with the State's expected Strategic Benefits ensures evaluation of those factors critical to the success of the solution. This evaluation approach can also provide a counter-weight to the reliance on the detail of the functional and technical requirements. Essentially this category allows the evaluation to focus on the "forest" (strategic benefits) rather than the "trees" (detailed

requirements). At a high level, DOP has identified at least 15 Strategic Benefits that can potentially be achieved through implementation of the HRMS solution. They are:

- Timely, Accurate Paychecks
- Reforming Civil Service
- Implementing Effective Collective Bargaining
- Supporting Cost-Effective Outsourcing
- Improving Information for Policy and Management Decisions
- Reduction in Costs for External Systems
- Avoidance of Costly Disputes
- Flexibility to Implement Legal and Business Improvements
- Streamlining Processes
- Savings with Employee and Manager Self-Service
- Turnover Savings
- Leave Accounting Savings
- Improving Morale and Productivity of Human Resource Professionals
- Improving Timeliness, Accuracy, and Availability of Data
- Accurate Payroll and Leave Reporting

A more detailed description of each of these Strategic Benefits can be found in the Feasibility Study (<http://hr.dop.wa.gov/hr2005docs/>).

In their responses to this section, Vendors must articulate—through any combination of descriptions of product functionality, implementation approach, client references, and case studies—how the proposed solution will achieve the described Strategic Benefits.

In addition to the benefits identified in the Feasibility Study, the State also hopes to use the HRMS as the foundation or springboard for other enterprise information systems, such as a data warehouse and analytic reporting solution and potentially replacements for the existing financial accounting and procurement systems. Consequently, Vendors may wish to demonstrate how the proposed solution might serve as the core of an enterprise-wide information systems architecture.

Vendors should prepare their response to this section as a Microsoft Word document and upload it to ProposalLink. This document should be no longer than 15 pages (8-1/2 by 11 inches with standard margins, single spaced); additional attachments such as white papers and references to URL's are also allowed, although the Evaluation Team may not utilize this additional information in scoring the response.

3.5 Functional Requirements

In this Section, Vendor is asked to respond to a requirements checklist within the framework of ProposalLink, as described below.

Each requirement has been assigned a Priority level that reflects the relative importance of the functionality. Requirements are prioritized as:

Priority	Code
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Priority	Code
Critical	C
Highly Desirable	HD
Desirable	D

It is important to understand that not all requirements of the same Priority are weighted equally to ensure that functional areas with a number of very detailed requirements do not inadvertently assume greater importance than functional areas with only a limited number of requirements.

For most requirements, Vendors are instructed to respond in ProposalLink using the designated options:

Response	Score
Fully met by core HRMS application	5
Fully met by secondary HR application	4
Met by core HRMS or secondary HR application with minor work-around or custom development	3
Requires custom development or significant process change	2
Will be met by a release within the next 12 months	1
Cannot be met within the next 12 months by existing HRMS package or integrated HR application	0

The following comments define further these Responses.

- To receive a score of “**Fully met by core** application,” it must be possible to satisfy the requirement *in the core HRMS application* without development of custom code, the modification of existing objects (such as data entry panels or data tables), or the creation of any custom objects (such as user-defined fields).
- To receive a score of “**Fully met by secondary** application,” it must be possible to satisfy the requirement in a secondary human resources or other application that is integrated with the core HRMS application, and without development of custom code, the modification of existing objects, or the creation of custom objects.
- A requirement will receive a score of “**Met with minor work-around**” if the development or modification effort required to satisfy the requirement consists of a program, code, process, or object change does not require more than 80 hours to develop, test, install, and implement. This applies to modifications in either the core HRMS application or a secondary application.
- A modification consisting of program, code, process, or object changes that will require more than 80 hours to develop, test, install, and implement will receive a score of “**Requires custom development.**” This applies to modifications in either the core HRMS application or a secondary application.
- A requirement that “**Will be met**” requires that the release be planned for the next 12 months *and* that detailed product specifications exist that demonstrate how the application will satisfy the requirement. The release may be in either the core HRMS application or in an integrated HR application.

Certain requirements will allow only a “Yes / No” answer, while others will require a short text answer. All responses allow for a short text explanation, and Vendors are encouraged to provide comments for all requirements that cannot be fully met by the core HRMS package.

For those requirements that do not have a standardized response, the Evaluation Team will score Vendor responses using the following criteria:

Response	Score
Exceeds the requirement by providing exceptional benefit , functionality, or capability	5
Satisfies the requirement with some additional benefit, functionality, or capability	4
Satisfies the requirement in all ways	3
Nearly satisfies the requirement, but fails in some minor respect	2
Partially satisfies the requirement, but fails in some significant respect	1
No response or no capability	0

For the initial review of Proposals, the Functional Requirements score is the weighted average of all responses, based largely on Vendor responses to the requirements. For the second phase of the evaluation, Vendors will be evaluated through the package demonstrations following scripts and presentation instructions to be provided. Evaluation Team members will score each script and element of the presentation using the descriptive scale. **The final Functional Requirements score is a composite of all information gathered during the evaluation process. It is not based solely on the material presented during the Vendor Demonstrations, nor on the initial Vendor responses to the Functional Requirements.**

3.5.1 General Requirements

3.5.1.1 Volume Information

The solution must be able to support the current and future employee population and payroll production requirements of the State of Washington.

The State currently employs *65,000 people*. Modest growth of less than three percent per year can be assumed over the next ten years.

There are currently over 2,000 authorized users of the Personnel and Payroll system; however, assume the following for end users in the new environment:

Function	Moderate to Heavy Users	Light Users
Human Resources Administration	500	950
Benefits	500	950
Payroll	500	950
Time and Labor	500	950
Budget	—	600

The State operates a semi-monthly payroll with a ten day lag. It produces between 130,000 and 135,000 pays per month and a total monthly gross pay of \$220 million. Approximately 75-80 percent of pays are issued through direct deposit. The following sample data points provide additional insight on the transaction volume of the current payroll system.

There are two Payroll Cycles, called “Stagger A” and “Stagger B”. The original intention was to utilize Stagger A for agencies with a substantial number of employees outside of Olympia, while Stagger B was used for more centrally-located agencies. Stagger A provides less time for data entry by the agency payroll officers and more mail time, while Stagger B provides more data entry time but less mail time. Although the original distinction between the Cycles is less valid, there are still two different processing schedules, and agencies may select which better suits their needs. The number of employees in each cycle is approximately equal.

There is also a Special Run cycle used for clean up. The number of employees processed in this cycle varies period to period.

Payroll Cycle Stagger A	Payroll Cycle Stagger B	Payroll Cycle Special Run
Payroll Cycle Date 3/10/02 Insurance Payment Journal Vouchers (JVs) – 216 Deferred Comp JV's – 112 Court Payments (accrued) – 29 Medical Aid/Industrial Insurance (accrued) – 462 Retirement JV's – 718	Payroll Cycle Date 3/10/02 Insurance Payment JVs – 227 Deferred Comp JV's – 128 Court Payments (accrued) – 18 Medical Aid/Industrial Insurance (accrued) – 428 Retirement JV's – 857	Payroll Cycle Date 3/10/02 Insurance Payment JVs – 46 Deferred Comp JV's – 13 Court Payments (accrued) – 1 Medical Aid/Industrial Insurance (accrued) – 158 Retirement JV's – 254
Payroll Cycle Date 3/25/02 Insurance Payment JVs – 215 Deferred Comp JV's – 108 Court Payments (accrued) – 33 Medical Aid/Industrial Insurance (accrued) – 467 Retirement JV's – 735	Payroll Cycle Date 3/25/02 Insurance Payment JVs – 245 Deferred Comp JV's – 132 Court Payments (accrued) – 18 Medical Aid/Industrial Insurance (accrued) – 450 Retirement JV's – 890	Payroll Cycle Date 3/25/02 Insurance Payment JVs – 55 Deferred Comp JV's – 14 Court Payments (accrued) – 0 Medical Aid/Industrial Insurance (accrued) – 208 Retirement JV's – 327

Each agency, and some “sub-agencies,” has a separate Federal Employer Identification Number. The Department of Personnel prepares a single federal tax filing using the DOP FEIN as the reporting agent. There are between 145 and 150 FEINs in use by the State.

3.5.1.2 General Requirements

Requirement	Priority
1. Support effective date logic (payroll, retirement, etc.) throughout the system.	C
2. Provide ability to store and access historical data for an unlimited number of years based on State archive/agency retention plan.	C
3. Track history of all changes made within the system to include type of change, User Id, effective date of change, transaction date.	C
4. Support ad-hoc query and reporting by authorized personnel. Application reporting capabilities should be flexible, allowing user-defined selection and sorting criteria.	C
5. Provide a flexible, “built-in” facility for users to quickly develop custom reports and queries using point and click or scripting.	C
6. Provide an audit trail of attempted security violations.	C
7. Provide on-line help and on-line documentation.	C
8. Provide ability to modify Help screens.	C
9. Provide context sensitive help for fields, including descriptions and valid code values.	HD
10. Integrate workflow management, including electronic approval throughout the application.	C

Requirement	Priority
11. Provide access to the workflow routing database and workflow “engine” to external applications and electronic forms.	HD
12. Ensure workflow capabilities provide event monitoring, allowing for the electronic notification of the occurrence of certain processing or data values.	C
13. Support the transmission of information including ACH with external entities such as banking establishments in the financial institution format (<i>i.e.</i> , automated clearinghouse, to process financial transactions and reconciliation).	C
14. Provide an archive/purge capability, with ability to specify a record retention period that can be defined by module.	C

3.5.2 Organization

3.5.2.1 Organization Structure

Requirement	Priority
1. Ability to build and display organizational structure of each unique agency including departments, regions, divisions, and units with effective date.	C
2. Ability to identify the levels of agency organizational structure differently by agency (<i>i.e.</i> , the hierarchy structure of agencies is not consistent across all State agencies and can vary).	C
3. Create department hierarchical profile with Position codes and attributes for directors, managers and supervisors. Attributes include address, location, phone number, and related unions and bargaining units.	C
4. Assign positions under departments, divisions, and units with effective dates and allow for individual, group, and multiple filled positions.	C
5. Link position to department, division, and units with effective dates and allow for individual, group, and multiple filled positions.	C
6. Maintain all positions in the organizational chart, including filled, vacant, permanent, temporary, intermittent, exempt, etc.	C
7. Support options of position type, status, or other criteria to generate multiple views of the organizational chart.	HD
8. Produce organizational charts for a particular point in time (future and historical).	HD
9. Update organizational changes automatically throughout the personnel administration system as appropriate, such as changing the department code on a position when positions are related to a new department.	C
10. Build “what if” and future organization structures.	HD
11. Drag and drop organization chart changes and create a new organizational structure with effective date.	HD
12. Support an optional report of in-training, under-fill appointments with job class level and position level.	C

3.5.2.2 Job Classifications

In the current Civil Service system, the State has a large number of “Job Classifications.” Each Job Classification represents a single job at a specific level (*e.g.*, Social Worker I, Social Worker II, and Social Worker III). One intention of Civil Service Reform is to reduce the number of Job Classifications and to create a simpler, more flexible system; however, certain agencies such as the Marine Division (Washington State Ferry System) are not included in Civil Service Reform, so ultimately the HRMS must support multiple classification systems that may have different attributes and designs.

Job Classifications are a permitted topic for Collective Bargaining. It is likely that as a result of Collective Bargaining, Job Classifications will be related to different compensation schemas, leave accrual plans, and other work rules.

Requirement	Priority
1. Manage multiple and flexible classification systems.	C
2. Maintain classification history with effective dates.	C
3. Establish “Occupational Groupings” or “Job Families” that are related to Job Classifications and compensation schemas. (<i>E.g.</i> , an Occupation Grouping might be “Scientist,” and within this would be Job Classifications such as “Entry Level,” “Journeyman,” and “Master”. Compensation programs could be related to either or both the Occupational Grouping and the Job Classification.)	C
4. Manage multiple salary schedules and pay grid for the same Job Classification. (A single Job Classification could have different salary schedules due to differences among agencies and bargaining units.)	C
5. Manage Y-rated salaries for employees paid above the maximum salary on a classification’s salary schedule that may be exempt or receive different amounts from COLA’s, etc. (“Y-rated salary” means a salary amount that either exceeds the maximum step for the salary range of an employee’s class or a salary amount that falls between the steps of a salary range of an employee’s class. In simpler terms, it is a salary exception that is used to pay someone above the top of the salary range for the Job Classification.)	C
6. Maintain a description and minimum qualifications for each Job Classification.	C
7. Maintain requirements for certification and licensing related to each Job Classification.	C
8. Maintain requirements for skills and competency related to each Job Classification.	C
9. Maintain occupational category for each Job Classification levels of work.	C
10. Maintain medical aid rating by Job Classification.	C

3.5.2.3 Positions

Requirement	Priority
1. Support the transfer of a position to another organization/agency.	HD
2. Manage regional pay of an additional amount added to the normal pay for positions in an agency/department with an approved area wage variance because of their geographical region and bargaining unit.	C

Requirement	Priority
3. Manage a position hierarchy by defining the reporting relationship linked to another position with effective dates.	C
4. Manage a unique position code assignment to each employee.	C
5. Maintain a unique position description, qualifications, and attributes for each position.	HD
6. Maintain position description, qualifications, and salary schedule that override the Job Classification when present.	HD
7. Assign bargaining unit to each position.	C
8. Assign one of the following position types to each position – individual, group, or job sharing.	C
9. Assign a position status to each position, <i>i.e.</i> , filled, vacant, etc.	C
10. Assign a position indicator for permanent, temporary, intermittent, seasonal, etc.	C
11. Indicate the level of management (supervision) required for a position.	C
12. Indicate that a position is a management level position with ability to define the rules/requirements for this type of position.	C
13. Maintain assignment pay, selective certifications, and Bona Fide Occupational Qualifications (BFOQ) for a position.	C
14. Maintain requirements for certification and licensing related to each position.	C
15. Maintain requirements for skills and competency related to each position.	C
16. Maintain occupational category and levels of work for each position.	C
17. Maintain position salary schedules with grades, ranges, base salary, and steps, and relate one to each position. (Positions with the same Job Classification could have different salary schedules, leave accrual rates, and other work rule differences as a result of Collective Bargaining.)	C
18. Manage position salary banding structure with the range and step data for individual positions.	C
19. Track position salary schedule's grades, ranges, and steps by effective date.	C
20. Track funded and non-funded positions.	D
21. Support job sharing when multiple employees occupy a single position up to the maximum Full-Time Equivalent (FTE) as indicated on the position.	C
22. Support double and triple fill positions, track incumbents, and provide notification to manager when this occurs.	C
23. Maintain retirement eligibility status by position.	C
24. Track over- and under-filled positions.	C
25. Track student position by student type (state/federal work study).	HD
26. Track hours worked in a position by employment type – position/hour threshold with notification when threshold is reached.	C

Requirement	Priority
27. Support employees working in multiple positions concurrently.	C
28. Indicate the FLSA status on a position and work period designation.	C

3.5.3 Recruitment

The State operates a highly diverse recruiting function. Much of the initial stages of applicant attraction and screening are conducted centrally by DOP, primarily for non-exempt positions. DOP does the initial assessment and testing of applicants for those Job Classifications for which it recruits. DOP then refers names to the agencies based on complex referral and certification rules. The agencies then interview candidates selected from the referral list.

Agencies also have decentralized recruitment authority for many civil service Job Classifications, especially those used in institutions. In these cases, the agencies conduct the assessment and testing, but utilize the DOP rules.

Most exempt, management, and executive positions are recruited for by the agencies in a highly decentralized fashion.

Much of the hiring done within State government is subject to the complex regulations of the existing civil service system. Civil Service Reform (CSR) and Collective Bargaining (CB) are both expected to have a major impact on these processes. A primary objective of CSR is to eliminate many of the current requirements and restrictions on hiring to allow for a more flexible process; however, it is also likely that unions will continue to negotiate for certain processes and requirements. The result will be a need for the State to operate a highly flexible system that can support different recruiting and hiring practices that could vary by agency, bargaining status, bargaining unit, exempt/non-exempt status, and other factors.

The State currently uses two systems, INET and ARMS, and a set of manual processes, to support recruiting.

INET is a recently developed application that allows individuals to apply for State employment using a web-based application process. INET currently supports approximately 150 of the most common or hard-to-fill Job Classifications. Through INET, an applicant creates an initial profile that includes contact information, employment history, education history, EEO/Veteran's status, and languages and licenses. Based on the selected Job Classification, INET then administers a "test" that reflect the Minimum Qualifications for a position. Applicants answer questions about their skills. They also specify location preferences and provide background information. From the answers provided, INET determines whether the applicant meets the Minimum Qualifications and also provides a "score" using the skills information provided by the applicant.

INET has been highly successful despite the relatively small number of Job Classifications it supports. One consequence has been an increased desire among the agencies for centralized support of recruiting by DOP through the INET system.

For those positions not recruited through INET, the process is essentially manual. Applicants provide paper applications which staff screen and score physically screen. Those applicants who pass the Minimum Qualifications screen and receive a passing score are placed on the employment list. Employment lists are maintained within ARMS, the Automated Register Maintenance System. State managers obtain referrals from ARMS for applicants and conduct further screening and interviews. ARMS is a mainframe system developed in 1984, and has significant limitations. It cannot support the expected requirements of CRS and CB.

INET also feeds into ARMS. Completed applications and scores are sent from INET into ARMS, which then manages the certifications process as if the application had been processed manually, although INET does provide recruiters access to query and search capabilities as well.

DOP has begun a project to develop specifications for “INET Enhanced,” an extension and upgrade of INET. The State intends to evaluate the recruiting solutions offered through the core HRMS application and determine the extent to which the applications can support the complex hiring requirements that are expected. There are several possible results of this evaluation:

- The State would continue use and enhancement of INET as the principal system for capturing applicant information, screening candidates against Minimum Qualifications, and obtaining other skills and experience data.
- The State would discontinue use of INET at implementation of the HRMS and replace it with the package functionality.
- The State would deploy both applications, each supporting different types of recruiting and applicants.

Under any of these scenarios, the State may need to utilize the HRMS functionality for tracking of candidates after submission of the initial application. Under the INET option, this would require some sort of integration between INET and the core HRMS application.

The current implementation timeline has Recruiting as part of Phases II and III. This may require continuance and enhancement of INET to support the State’s hiring needs during a transitional period.

3.5.3.1 Position Recruitment

Requirement	Priority
1. Track funded and non-funded vacancies.	C
2. Track vacancies and new positions with effective date.	C
3. Track open position and time to fill by department.	C
4. Provide checklist of skill levels required for position.	C
5. Track open and close dates of recruitment per position.	C
6. Track length of time between recruitment steps.	D
7. Generate notification based on time triggers to active applicants to see if they are still interested.	C
8. Provide access to appropriate applications for open position by managers.	C

3.5.3.2 Application

Requirement	Priority
1. Support the ability to screen candidates by job criteria by preset matrices or ad hoc screening by particular criteria.	C
2. Search applicants and employee database for criteria and run reports that will help in the planning for recruitment.	C
3. Provide link to outside organizations, database, and external websites for postings.	C
4. Maintain effective dated assignment and transfer list.	HD

Requirement	Priority
5. Inactivate and activate expired lists automatically.	HD
6. Ability to flag candidates for further consideration based on Boolean search criteria.	HD
7. Maintain resumes by applicant.	HD
8. Support searching resumes based on certain criteria.	HD

3.5.3.3 Certification of Applicant to Position

Requirement	Priority
1. Track certification rules by agency, bargaining unit, and promotion status for each recruitment.	C
2. Ability to have multiple business rules for certification of applicants to fill vacant positions.	C
3. Maintain rehire lists based on any of the following: agency, position, skills, seniority, performance rating, retention rating, or any combination of these.	HD
4. Provide list of transfers available for open positions.	HD

3.5.3.4 Applicant

Requirement	Priority
1. Track applicant flow data for assessment of adverse impact.	C
2. Track applicant's age, ethnicity code, and gender separate from other applicant information for EEO/OFCCP compliance.	C
3. Track applications per person and compare applications if multiple per applicant.	HD
4. Track application verifications and share information across agencies.	HD
5. Determine applicant qualifications based on the position and Job Classification qualifications and unique characteristics.	C
6. Update register/list by removing candidates when they are hired and entered into the human resources management system as employees.	C
7. Indicate an applicant returning to a list.	C
8. Track applicant history.	C
9. Provide ability to bid on multiple positions.	C
10. Track background check information in a highly secured field.	HD
11. Provide list of transfers available for open positions.	C
12. Maintain history of referrals lists and registers that applicant/employee was on.	HD
13. Maintain history of applicant register and registers referred to hiring authority.	HD
14. Track status of applicant.	HD
15. Support scheduling applicant for interview.	HD

Requirement	Priority
16. Track applicant's pre-employment verifications.	HD
17. Support a unique system generated applicant ID.	HD
18. Track drug testing results in a highly secured field.	HD
19. Link applicant and employee ID.	HD
20. Track employee ID on applicant.	HD
21. Support on-line testing and results tracking.	HD
22. Designate and search an applicant's bargaining unit.	HD
23. Collect and search resumes.	HD
24. Conduct customized search of entire applicant pool.	HD
25. Build unranked registers without automatic Veteran's preference.	HD
26. Allow applicants to self-update availability.	HD
27. Allow applicant to choose unlimited skill codes.	HD
28. Validate applicant's email address.	HD
29. Provide indicator for interest in other than state employment.	HD

3.5.3.5 Recruitment History

Requirement	Priority
1. Track turnover of management positions and all other positions.	C
2. Track turnover type by position type, class, and history.	C
3. Compute the average length of time that an employee stays in a position before moving to another position.	D

3.5.4 Workforce Administration

3.5.4.1 Employee Information

Requirement	Priority
1. Generate a system assigned employee identification code as the key to each new employee record.	C
2. Maintain years, months, days, and hours of seniority for all employees based on full-time equivalency of their position.	C
3. Maintain years, months, days, and hours of seniority based on the number of hours/days worked by hourly employees.	C
4. Support establishing business rules that manage the adjustment of the various employment dates by agency and bargaining unit.	C
5. Adjust seniority dates when a part-time employee becomes full-time and vice versa.	C

Requirement	Priority
6. Adjust years of service for retirement benefits for employees who have worked for other covered jurisdictions, higher education institutions, or served in the military.	C
7. Provide the option to accrue seniority for full-time employees based on their seniority dates.	C
8. Provide the option to adjust the seniority date, hire date, anniversary date, unbroken service date, current appointment date, and probationary date.	C
9. Provide the option to adjust the anniversary date, <i>e.g.</i> , when a break in service occurs based on the days from the separation date to rehire date.	C
10. Provide the option to adjust the dates for leave-without-pay.	C
11. Track leave-without-pay hours per year for the life of employment.	C
12. Maintain and track seniority date, hire date, anniversary date, unbroken service date, current appointment date, and probationary date.	C
13. Track seniority by Job Classification, region, agency, bargaining unit, etc.	C
14. Accrue up to 100% FTE even when the employee may have multiple positions and works over 100% full-time.	C
15. Provide a transfer bid system for employees to request a transfer from one department to another and create a list in order of seniority. Indicate on list if employee has had a disciplinary action in a defined period.	HD
16. Track and report employees' years of service for projection of retirement eligibility. Provide the option to add to the years of service from other state, county, city, or higher education agencies for this projection.	HD
17. Provide ability to set different probationary periods by classification.	C
18. Track probationary period based on type of probation, hire date, and months identified for probation for each job that an employee may hold at the same time.	C
19. Notify supervisor that a performance evaluation is required a user-determined number of days before an employee has completed probationary period.	C
20. Track non-permanent employees nearing certain hour thresholds and provide a notification to the position's supervisor.	C
21. Track employees leaving one position to accept a position where they have return rights.	HD
22. Maintain history for a significant number of years (life of employee plus unlimited number of years from date of separation) to comply with archival regulations and retain access to historical and statistical employment information.	C

Requirement	Priority
23. Maintain a complete employment history for every employee, including: <ul style="list-style-type: none"> • Agency, departments • Positions • Job Classifications • Promotions, transfers, relocations • Separation dates and reasons • Hire and rehire dates • Salary • Retirement eligibility dates, including expiration of the “Return to Work” period for retired employees 	C
24. Maintain retirement date by each reporting agency.	C
25. Allow an employee to transfer to a new location or agency within the Washington State employment network without separation and rehire dates, transferring the employee information to the new location records and maintaining all histories. Moving between agencies carries all past history information, payroll, deduction information, etc., with no stop and start of direct deposit, salary, leave balances, etc.	C
26. Track new tax balances when an employee transfers to a different agency with a different Federal Employment Identification Number (FEIN).	C
27. Maintain an employee in a temporary promotion, limited term assignment, acting position, or other designation that does not end regular position but does provide additional pay or temporary change in salary.	C
28. Maintain employee bids on preferred shift.	HD
29. Maintain employment supported by external source attached to the person, not position, where person is paid but organization is not charged with the FTE.	C
30. Track the geographic location (actual physical work location) of employees. This is in addition to their home district or region, organization, and department.	C
31. Track an employee associated with multiple locations or agencies while maintaining one complete employee history of all assignments.	C
32. Maintain the capability to hire, pay, and terminate temporary workers for approximately 1-5 days. (Firefighters are hired on a temporary basis.)	C
33. Process normal pay, taxes, deductions, and age history restart when an employee is rehired during the same year.	HD
34. Provide ability to handle a reinstatement upon rehire as if employee were never gone, including calculation of all leave balances, benefits calculations, etc.	C
35. Maintain a separate “employee status” and “job status.” (Employees may have multiple appointments, which may have a different permanent or temporary status. The employee would be “permanent” even if one of the appointments were temporary.)	C

Requirement	Priority
36. Maintain assignment of property to employees with identification numbers, issue dates, and return dates.	HD
37. Link assigned property to the exit interview to ensure state property is returned.	HD
38. Link assigned property to inventory system.	HD
39. Provide a notification to supervisor with a list of the property assignments when an employee separates employment.	HD

3.5.4.2 Job Information

Requirement	Priority
1. Allow an employee to have multiple appointments in same or multiple agencies for both full-time (salary) and part-time (hourly), and permanent and temporary. Note: it is important to understand that an employee may have both permanent and temporary appointments simultaneously.	C
2. Support multiple personnel actions on the same day with ability to indicate sequence of the actions.	C
3. Identify salary exceptions for reporting purposes. (Salary Exception is authorizing a salary different from what is authorized. Needs to be coded so that it can be reported.)	HD
4. Extend probationary date by leave-without-pay time.	C
5. Provide electronic notifications to designated units of an employee's separation, <i>e.g.</i> , security, network administration, parking.	HD
6. Support the account distribution of compensation to multiple accounts by amount or percent.	C
7. Track reason for leaving State employment and report on turnover by reason for leaving.	HD

3.5.4.3 Compensation

Requirements	Priority
1. Track and report the use of merit increases and other discretionary salary adjustments by agency, organization, fund, etc.	C
2. Maintain assignment pay that is in addition to the employee's initial salary amount as listed on the position's salary schedule.	C
3. Support compensating an employee for performance incentive pay.	C
4. Support compensating an employee for interim assignment pay.	C
5. Calculate compensation at a percentage of the Job Classification salary schedule for apprentices.	C
6. Support the additional compensation for positions requiring special skills.	C

Requirements	Priority
7. Support an additional amount of compensation added to the normal pay for positions in an agency/department with an approved area wage variance because of their geographic region.	C
8. Maintain and track any compensation schedules by bargaining unit ² .	C
9. Maintain and track different salary schedules for covered and non-covered employees.	C
10. Maintain salary schedules for various maximum amounts, and ability to change maximums.	C
11. Support automatic periodic increments based on a range and/or step movement on a salary schedule or by percentage calculation of base pay.	C
12. Provide a warning message if hourly rate is out of salary range.	HD
13. Track compensation associated with position and employee and maintain history.	C
14. Support compensation rules by union and bargaining unit, such as: <ul style="list-style-type: none"> • Call back, standby, and roll call pay • Weekend premium • Equity alignment pay • Supervisor and shift differential • Flat rate increase both as base pay and one-time payment • Seniority and longevity pay as well as increasing number of steps in the range • Salary survey and class study implementation • Skill, performance, and geographic based pay • Assignment and special pay • Differential overtime rates 	C
15. Provide ability to apply compensation rules retroactively and identify employees that require retroactive pay adjustments.	C
16. Provide analytic reporting based on compensation rules to support detailed analysis of costs by union, bargaining unit and fund source.	C
17. Link performance incentive pay to evaluation.	HD
18. Provide ability to support the calculation for the agency contributions to the Labor Relations Service Account.	C
19. Provide for increase for certification with percentage added to base salary for regular monthly pay.	HD
20. Provide for increase to salary by fixed amount annually.	C
21. Support acting pay on a percentage of position base salary.	HD

² Throughout the Requirements, any reference to “bargaining unit” includes union Master Agreement and any applicable Supplemental Agreements. See Section 3.5.6, Labor Relations, for a detailed explanation of these concepts.

Requirements	Priority
22. Provide ability to pay different types of severance benefits, and ability to track/report usage of different types of severance benefits and pay.	C

3.5.5 Employee Relations

3.5.5.1 Discipline Tracking

Requirement	Priority
1. Maintain meeting dates, meeting attendees, response times, and provide notification when response exceeds specified times.	D
2. Provide notification of the timeline for response once disciplinary process is initiated.	HD
3. Provide ability to close or cancel the disciplinary action at any point without all of the steps being completed.	HD
4. Maintain written response linked to disciplinary action so that anyone with authority can look at the information.	HD
5. Maintain a history of changes to information along with the date and User Id of changer.	HD
6. Maintain list of all persons involved in disciplinary action and their roles.	HD
7. Maintain hyperlink to documents that contain the related written procedure or process.	HD
8. Allow multiple categories per disciplinary action.	HD
9. Provide ability to uniquely identify notes with key word field for searches.	HD
10. Provide ability to link to other related issues and the results and findings.	HD
11. Provide reporting capability such as: <ul style="list-style-type: none"> • Number of disciplinary actions per person and comparison to other disciplinary actions. • Disciplinary action history by agency. • Violations by category. • Analysis of resolution across disciplinary actions. 	HD
12. Monitor the progress of the disciplinary action through the various steps and timings.	HD
13. Maintain information by meeting.	HD
14. Track the costs and time by step throughout the process of disciplinary action by linking to payroll.	HD

3.5.5.2 Appeals

Requirements	Priority
1. Provide ability to enter detailed notes on actions before appeal is formally filed.	D

Requirements	Priority
2. Assign the appeal to individual to be heard.	D
3. Maintain standard list of persons that hear appeals.	D
4. Maintain meeting dates, response times, and provide notification when response exceeds specified times, and meeting attendees.	D
5. Provide notification of the timeline for response once appeal is initiated.	HD
6. Provide ability to close or cancel the appeal at any point without all of the steps being completed.	HD
7. Maintain written response linked to appeals so that anyone with authority can look at the information.	HD
8. Provide stored templates for reporting on individual appeals.	D
9. Monitor changes to information and date and name of changer.	HD
10. Maintain list of all persons involved in appeals and their roles.	HD
11. Maintain appeals number.	HD
12. Allow multiple categories per appeals.	HD
13. Provide ability to uniquely identify notes with key word field for searches.	HD
14. Provide ability to link to other related issues and the results and findings.	HD
15. Provide reporting capability such as: <ul style="list-style-type: none"> • Number of appeals per person, comparison to other appeals, and to other contracts. • Appeals history by agency. • Violations by category. • Analysis of/resolution across appeals by step, by union. 	HD
16. Monitor the progress of the appeals through the various steps and timings as set out in the contract.	HD
17. Maintain information by meeting.	HD
18. Track the costs and time, by process step, throughout the appeal by linking to payroll.	HD
19. Create template for settlement agreement that is to be signed by both parties.	HD
20. Provide ability to view all appeals information.	HD

3.5.6 Labor Relations

The Collective Bargaining provisions of the Personnel System Reform Act will bring extensive change to the Labor Relations environment within State government. Collective Bargaining will apply to all employees who are a part of a bargaining unit, which currently is approximately 55 percent of all State employees. There are a limited number of employees who are exempt from bargaining:

- Washington Management Service
- Exempt and confidential employees

- Internal auditors
- Staff in the Department of Personnel, Office of Financial Management, and portions of the Attorney General's Office

Ultimately nearly 60,000 of the State's 65,000 employees may be eligible for Collective Bargaining. Mandatory topics for bargaining include wages and hours, insurance benefit costs, and other terms and conditions of employment. OFM, which is responsible for the implementation of Collective Bargaining, may include additional areas, including rules pertaining to exams, certification of names for vacancies, appointments, classification, affirmative action, and delegation of authority.

State employees currently belong to a number of unions. The State will negotiate a "master agreement" with each union that has at least 500 members. It is expected that there will be seven master agreements. Employees also belong to a "bargaining unit." A bargaining unit made up of a group of people in positions with similar job duties and interests who are represented by an exclusive representative (*i.e.*, a union). Every position in a bargaining unit is governed by the bargaining agreement (union contract) negotiated by its union representative.

On the other hand, if a person's position is not included in a bargaining unit, the employee will not be governed by the terms of the union contract, regardless of whether the employee is a member of the union.

Each master agreement will apply to all agencies that have employees in the bargaining units represented by that union. In addition, the bargaining units and agencies may negotiate supplemental agreements. There could be more than 100 supplemental agreements.

It is possible that an agency may have employees from multiple bargaining units, covered by different unions with separate master agreements.

The scope of Labor Relations requirements generally covers three phases of activity:

- Preparation for bargaining, including research of existing contracts and agency agreements and the analysis of compensation and other data
- Conducting bargaining, including tracking contract terms and analyzing the financial impact of various scenarios
- Implementation of the master and supplemental agreements, including contract administration, updating business rules in the HRMS to reflect changes, and adjudicating grievances

It is anticipated that the State will gain the ability to conduct enhanced data analysis through the data warehouse and analytical capabilities of the system and these are core to the HRMS functionality. In addition, the State is interested in any contract, document, or content management solution that would support the management of the Collective Bargaining process. This functionality is not considered core to the HRMS.

It is also possible that the scope of Collective Bargaining could extend to Higher Education employees. These employees are not otherwise within the scope of this system. The expectation is that Higher Education systems that participate in Collective Bargaining will be required to submit data into the data warehouse in order to support the analysis of compensation and other data.

Note: throughout the Functional Requirements there are references to "bargaining unit." It should be understood that in all instances this is meant to imply all relevant Collective Bargaining agreements, including the union Master Agreements and any relevant Supplemental Agreements.

3.5.6.1 Contract Negotiations

Requirement	Priority
1. Maintain costs for the contract negotiation process – includes wages, overtime, and backfill for contract negotiation participants. Identify costs by fund, class, allowance, and assignment directly from payroll data.	C
2. Provide capability to project salary and benefit costs on a full range of economic-related issues with the ability to calculate costs by union, bargaining unit, and fund. Examples of these topics include: <ul style="list-style-type: none">• Economic issues – miscellaneous additional benefits• Compensation and benefits – compensation projection system for all costs• Incremental cost of steps• Compensation package costs – all taxes and benefits	C
3. Provide ability to update HRMS business rules configuration with contract terms (e.g., salary steps increases by Job Classification) directly from contract document content.	C

3.5.6.2 Contract Administration

This section of requirements should be understood to include the functionality necessary for contract document management, including document creation and searching within document text.

Requirement	Priority
1. Provide ability to capture information from master contracts and supplemental agreements with the ability to perform key word search.	C
2. Provide side-by-side comparison from employer proposal to union proposal. Highlight differences in each clause.	C
3. Track clause, version number, data, and time created.	C
4. Provide ability to compare union proposal to other contracts as identified. All clauses must have a user supplied identification key to allow comparison. All clauses to have standardized subject/key word identifiers.	C
5. Provide ability to compare between master agreements, compare between supplemental agreements and Memos of Understanding (MOUs), and link supplemental to master.	C
6. Maintain and track application of contract clauses and be informed of dates when action is to be taken according to the contract and supplementals by agency.	C
7. Track labor/management meetings and what agreements have been made on interpretation of articles.	C

3.5.6.3 Grievance Tracking

Requirement	Priority
1. Assign the grievance to the management representative that will hear the grievance.	D

Requirement	Priority
2. Provide notification of the timeline for response once grievance is initiated with ability to extend timeline.	C
3. Maintain last internal agency step linked to grievance so that anyone with authority can look at the information with ability to perform key word search.	C
4. Create template for settlement agreement that is to be signed by both parties.	C
5. Track all arbitration decisions with the ability to perform key word search, indexing, and cross-referencing.	C
6. Display and/or link to arbitration decision and/or arbiter's award.	C

3.5.7 Regulatory Compliance and Reporting

Requirement	Priority
1. Provide employment activity analysis report for promotions, separations, layoff and recalls, new hires, and lateral transfers.	C
2. Create work force composition reports. Forecast and plan work force requirements.	C
3. Forecast eligible retirees, based on bargaining unit, age, years of service, or retirement plan.	C
4. Track employee turnover by department, classification, ethnicity, gender, geographic location, etc.	C
5. Maintain the work force statistics, stored by month, for historical statistical analysis.	HD
6. Track ADA and Reasonable Accommodations for the following: <ul style="list-style-type: none"> Total dollars spent by accommodation. Department costs and Labor and Industry (Washington workers' compensation) costs by accommodation. Count of accommodations and department costs by accommodation category, short term, long term, length of time, temporary, and permanent. Count of incidences because of job accidents. Count of requests before employment (during application process or pre-hire) and after employment. Number of Labor and Industry claims that generated ADA accommodation requests. <p>Note: is it possible that some of this information may be contained in the Accounts Payable system.</p>	HD
7. Maintain records of the accommodations requested by employee and the response and action taken by employer. This data needs to be secured separately and kept very restricted.	D
8. Support the request for multiple accommodations, including category, descriptions, action taken and reason for action, costs, and date.	D

3.5.8 Work Force Development

3.5.8.1 Performance Management

Requirement	Priority
1. Support comprehensive 360-team review process that includes evaluations from customers, peers, and supervisors.	D
2. Support the performance review of every employee.	C
3. Track training the employee has completed in the performance appraisal.	C
4. Track performance criteria ratings as a consideration for rank ordering for employees during layoffs.	C
5. Track and maintain training an employee needs to meet performance improvement to move on for advancement, or to meet legally-mandated position requirements.	C
6. Identify the number of days before an evaluation is due that notification should go to employee and management.	C
7. Track when evaluations are due and notify employee and management.	C
8. Track the date evaluations are completed.	C
9. Support management's ability to view upcoming evaluations.	C
10. Generate reminder notes to employee or management when evaluation response is late.	C
11. Maintain performance assessment history with comments.	C
12. Maintain history and ability to time date evaluations and when to purge from system.	HD
13. Create reports and scorecards for performance analysis on performance appraisals by department, supervisor, etc.	D
14. Track the completion rate of employee performance evaluations by department and supervisor.	C
15. Track and report the performance evaluation ratings by department, division, supervisor, demographics, and age.	C
16. Maintain a history of each employee's performance evaluation dates and ratings.	C

3.5.8.2 Competencies and Accomplishments

Requirement	Priority
1. Track employees' goals, achievements, and rewards, and link to incentive pay.	C
2. Support standardized workforce competencies for employees in the same Job Classifications and similar positions.	C
3. Provide option to link skill based pay to skills, achievements, etc.	HD
4. Record information from exit interview questionnaires.	D

Requirement	Priority
5. Track attendance, safe driving, and other applicable records that are related to the State's or department's programs for monetary awards to employees as the result of their exemplary achievements.	C
6. Maintain the records for an employee's work experience.	C
7. Maintain the records for an employee's education level and degrees, and the ongoing update of these records.	C
8. Maintain records of employees' license and certification types, and expiration date.	C
9. Provide notification of pending renewal requirement of license and certifications.	C
10. Maintain record of skills inventory for an employee.	C
11. Allow the record of skills inventory to be updated as an employee develops skills and link to compensation.	HD
12. Provide ability to print list of skill levels mastered by employee.	HD

3.5.8.3 Succession Planning

Requirement	Priority
1. Support FTE planning and succession planning.	C
2. Support succession planning in state government by analysis of workforce to determine positions and skills required for positions of employees nearing retirement.	HD
3. Identify and rank potential successors to an incumbent or vacant position.	HD
4. Add or remove employees from registers when they transfer between agencies.	D
5. Notify employees when they are placed on certain registers.	C
6. Identify multiple position pathway progressions and track percentage of employees in a particular position progression pathway.	D

3.5.8.4 Training

Requirement	Priority
1. Provide a web-enabled Learning Content Management system (LCMS) accessible statewide within each agency and/or interagency that allows trainers, training directors, managers, and employees to manage both the administrative and content-related functions of Instructor-Led Training (ILT), Organizational Development activities, and e-learning.	C
2. Assign specific curricula to individual employees as well as to workgroups by distinguishing characteristic.	HD
3. Notify employee and manager/supervisor of mandatory training due dates and if out of compliance.	C
4. Project the numbers, locations, and names of individuals who are or will be going out of compliance in mandatory training for specified timeframes.	C

Requirement	Priority
5. Track and monitor progress towards certifications.	D
6. Track training history from the hiring of an employee to retirement.	C
7. Track attendance and completion of courses.	C
8. Track instructors that are trained or certified to train by course.	D
9. Track outcome of course, <i>i.e.</i> , successful or not.	HD
10. Maintain an Employee Post Course Evaluation and follow-on Supervisory Evaluation on employee application of training (<i>i.e.</i> , 6 months later).	D
11. Provide ability to match competencies with training outcomes.	HD
12. Generate list of training available based on competencies.	C
13. Track tuition reimbursement and advancement by fund source with ability to set caps by agency.	HD
14. Maintain mandatory training by agency and completion.	C
15. Support billing to agencies for training and organizational development generated costs.	D
16. Track training costs type and amount for various categories of training and organizational development activities as well as for travel, study time, course costs, hotel, meals, backfill, etc.	C
17. Track training needs assessment with link to performance management.	C
18. Maintain employee or supervisor developmental needs for training and notify supervisor that course is available.	HD
19. Link the training history to the notification to supervisor/employee of performance evaluation due.	C
20. Completion of online training updated into employee record and note to supervisor that training is complete.	C
21. Provide ability to update employee record with outside course attendance.	C
22. Track hours spent per training class.	C
23. Track resources required by course.	HD
24. Support designating eligible participants by course.	HD
25. Edit check for duplicate courses scheduled for the same time and location.	D
26. Maintain a calendar of training registered, and cost per department (for budget projections and history).	HD
27. Verify availability via Outlook calendar when employee is registering for training.	D
28. Send electronic notification of confirmation of enrollment to employee and training representative.	C
29. Track training on employee and supervisor's calendar.	D
30. Provide for substitution of attendees.	C

Requirement	Priority
31. Track pre-requisites per course.	D
32. Track completion statistics by employee, department, division, section, or work unit.	C
33. Track number of courses offered to employees.	HD
34. Track number of employees attended per class.	C
35. Track number of employees registered and not attending courses by department, division, section, or work unit.	C
36. Allow city and county employees to access course descriptions and on-line registration.	C
37. Provide the capability to select from a list of on-demand courses that would be held when a sufficient number of requests had been received.	HD
38. Provide the capability to be on a waiting list if the course is full, so the full extent of demand for a course can be tracked.	HD
39. Provide notification to city and county employees of acceptance into a course.	HD

3.5.9 Benefits

There are three types of benefit programs within the State of Washington, differentiated by the way in which the benefits are administered today and how they are expected to be administered in the future.

- The Health Care Authority (HCA) administers insurance benefit plans for State employees, as well as employees of a number of other public sector entities in the State. These plans include medical, dental, life, long term disability, and auto and homeowners insurance benefits.
- The Department of Retirement Systems (DRS) administers the Deferred Compensation and Dependent Care Assistance programs for State employees plus seven retirement systems with a collective 14 plans.

While there are many common requirements, it is more useful to think of the insurance, Deferred Compensation, and retirement system plans as separate categories of benefits as each will be handled differently.

3.5.9.1 Health and Welfare Benefits

These benefits are administered by HCA in a matter analogous to a third-party benefits administrator. DOP will provide a regular interface to HCA of employees determined to be eligible for insurance benefits. (Note that all the eligibility requirements for all insurance benefits are the same; that is, an employee is eligible for the entire package of benefits.) HCA handles enrollment within the specific plan options through its own systems and self-service web site. HCA will provide DOP with the calculated deductions and employer contributions; it is not expected that DOP will maintain any employee benefits enrollment data or benefit rate information.

HCA is in the process of implementing a new package system from Health Axis, Insur-Admin. This provides a full benefit administration system that incorporates the features of Enrollment and Group/Member Self-Service.

As a result of this implementation, the business rules and interface processes will have been recently designed. Details of the interface requirements are provided in Section 3.7.9.3, Interface Approach and Requirements.

Requirement	Priority
1. Support eligibility rules for each benefit plan. Eligibility may be based on employee status, bargaining unit, compensated hours per month, and accumulated hours.	C
2. Determine dates of eligibility for benefits.	C
3. Support employee deductions and employer contributions for all benefit plans, including health care, life insurance, long term disability insurance, and auto and homeowners' insurance, dependent care assistance, and health care expense reimbursement plans.	C
4. Allow employee deductions and State contribution calculations for health and welfare benefits to be a flat rate, a percentage of gross salary, or—for some State contributions—a percentage of the employee contribution.	C
5. Provide ability to allocate fringe benefits costs in the same manner as salary, splitting both employee and employer contributions to health and retirement benefits between multiple funds based on a flat dollar amount or a percentage of a defined gross.	C
6. Provide ability to pro-rate employer benefit contributions based on the employee's percentage of full-time, and adjust employee deductions accordingly. (<i>E.g.</i> , an employee that works half-time would receive a 50 percent contribution for the cost of benefits and would pay more for insurance coverage.)	C
7. Support ability for employee to continue to pay for benefits while on leave of absence.	C
8. Support deferred and non-deferred deductions in arrears. Allow benefit deductions to go into arrears for various reasons.	C
9. Support payment of benefits by employees for various reasons (<i>e.g.</i> , while on leave without pay).	C
10. Manage reconciliation of actual employee deductions with HCA charges for insurance benefits. Identify deductions not taken and provide ability for agency to create one-time deduction or write-off amount.	C
11. Advise Health Care Authority (HCA) when an employee is separating so they can send COBRA health insurance coverage options.	HD
12. Calculate benefit premiums for employee and employer based on compensation of 100% value for full-time employees who are paid by multiple, separate organizations. Note: there are some judiciary employees paid jointly by the State and by a county. Benefit contributions and deductions are based on the full salary even though only a portion is paid by the State.	HD
13. Provide annual benefit statements.	HD

Requirement	Priority
14. Support taxation of non-qualifying Section 152 same sex domestic partner benefits.	C

3.5.9.2 Deferred Compensation and Dependent Care Assistance Programs

The Deferred Compensation Plan is a Section 457 plan available to most State employees and administered by DRS. DOP will update the DRS membership system with information about eligible employees, who will enroll in the Deferred Compensation Plan through DRS. DRS will provide through an interface the employee contribution amounts (either percentage of earnings or a flat amount per period). Payroll is responsible for actual calculation of deductions and ensuring that contributions do not exceed the statutory maximums. Payroll will provide an interface back to DRS with the actual contribution amounts each payroll cycle.

The Dependent Care Assistance Program (DCAP) is a Section 125/129 plan available to State employees. Salary reduction agreements are sent from DRS to payroll offices where they are entered into the payroll system. DCAP salary deductions are deducted from salary before Federal and FICA taxes. Reports of salary deductions are to be produced by the HRMS and submitted to DRS each pay period.

Requirement	Priority
1. Support eligibility rules for each benefit plan. Eligibility may be based on employee status, bargaining unit, compensated hours per month, and accumulated hours.	C
2. Determine dates of eligibility for benefits.	C
3. Support employee deductions and employer contributions for 457 deferred compensation plan.	C
4. Allow employees to catch up their 457 contribution by allowing them to deduct over the limit.	C
5. Provide ability to allocate fringe benefits costs in the same manner as salary, splitting both employee and employer contributions to health and retirement benefits between multiple funds based on a flat dollar amount or a percentage of a defined gross.	C

3.5.9.3 Retirement Systems

The Retirement System plans are probably the most complex of the State's benefit programs. DRS administers seven systems, six of which include State employees: However, because state-wide elected officials may participate in each plan during their service, the HRMS must be capable of supporting enrollment in, and reporting for, each plan:

- *PERS: Public Employees Retirement System* — elected officials; employees of state, county and local government, elected or appointed judges, certain employees of community colleges, technical colleges, and universities; non-certificated employees of school districts; and a variety of service and utility districts
- *TRS: Teachers' Retirement System* — teachers and administrators who work in Washington State public schools, educational service districts and state agencies.
- *SERS: School Employees Retirement System* — eligible classified employees of school districts and educational service districts.

- *LEOFF: Law Enforcement Officers' and Fire Fighters' Retirement System* — full-time, fully compensated general authority, law enforcement officers and fire fighters.
- *WSPRS: Washington State Patrol Retirement System* — employees in the Washington State Patrol.
- *JRS: Judicial Retirement System* — capped on July 1, 1988. Judges appointed or elected to office on or after July 1, 1988, may elect to join PERS if they meet eligibility requirements
- *JRF: Judges' Retirement Fund* — capped when the legislature created the Judicial Retirement System (JRS) on August 9, 1971.
- *JRA: Judicial Retirement Account* – administered by the Administrator for the Courts, contributions are deducted as a set percentage of pay.

Each System has one or more Plans. SERS, LEOFF and WSPRS each have two plans, while PERS and TRS both have three plans. Each Plan has a different date of eligibility. For example, PERS-eligible employees originally hired before October 1, 1977, participate in PERS Plan 1, while those hired on or after October 1, 1977, participate in PERS II.

Generally these are defined benefit (DB) plans with both an employer and an employee contribution. The contribution rate is a percentage of qualifying earnings. PERS Plan 3 and TRS Plan 3 have attributes of both defined benefit and defined contribution (DC) plans in that they allow for participant-directed investment accounts. PERS-eligible employees first hired after March 1, 2002, may elect either Plan 2 or Plan 3 within the first 90 days of eligibility. An employee is initially enrolled in Plan 2, but if the employee makes no election within the 90 days, is defaulted into Plan 3. There are also rules that apply to employees transferring agencies, and there is an annual “open window” when employees may transfer from Plan 2 to Plan 3, or change contribution percentages within Plan 3.

The requirements for integration with DRS are complex. Vendors are expected to consult the DRS Employer Handbook at http://www.wa.gov/drs/employer/a_html_handbook/contents.htm and the PERS Plan 3 Technical Requirements and Reporting Procedures at http://www.wa.gov/drs/employer/drsn/drsn2001/pers_rep_proc_%20chgs01003.pdf.

In the future environment, DOP expects that the HRMS will utilize employee job and position data to determine the appropriate System and Plan options and manage the enrollment and defaulting process. DOP will transmit enrollment information to DRS. DOP would like to retain the ability it has today to access DRS records *from within the application* to validate accurate System and Plan enrollment. (For example, a rehired employee may be eligible for PERS Plan 1 if he or she was previously a participant in that plan.)

As it does in the present systems, Payroll will use employee retirement plan enrollment data to access the contribution rates **within the DRS systems**. Determining the correct contribution rate requires the System, Plan, an employee code, a Rate Option Code (for Plan 3 only), and the Earnings Period. This last element is particularly important as the contribution rate is based **not on the date on which the earnings are paid, but the date on which they are earned**. For example, salary paid to an employee on April 10 was actually earned during the period March 15 – 31. This salary must be reported to DRS as March earnings and contributions deducted at the rate in effecting during the March 15 – 31 period. Also, lump sum bonuses may be considered to have been earned over the prior 12 months, and during that period of time the contribution rate could have changed. This distinction between when compensation was **earned** versus when it is **paid** is very important in the accurate determination of contributions.

Requirement	Priority
1. Support direct access to the DRS system to retrieve membership records for the enrollment of employees into the correct plan.	C

Requirement	Priority
2. Support open periods for transfer of enrollment from one retirement plan to another and verify eligibility rules for transfer before transaction is accepted. Open periods are typically an annual window, but there have been ad hoc windows (as when Plan 3 was introduced).	C
3. Provide direct access to the DRS plan rate tables during the payroll processing to retrieve the specific contribution rates for calculation by employee and retirement plan.	C
4. Manage the requirements to report by transmittal to the State of Washington DRS plans on a selected basis. Note: the specific transmittal requirements are documented in the DRS Employer Handbook referenced above. These requirements are explicitly incorporated into this proposal by reference.	C
5. Maintain a retirement systems status code for each earnings type based on employee type, for reporting compensation and hours worked as earned on the DRS transmittal. (Information on Status Codes can be found in Section 7 of the DRS Employer Handbook. See the link above.)	C
6. Support multiple retirement plans with employee's retirement eligibility date, start and end dates, retirement system, employee type codes, plan rate option, and investment program option for transmittal.	C
7. Support a specified amount deduction over the normal amount for retroactive retirement contributions by employees and employer's share with coding applicable to retro period tied to deduction rate. (Information on reporting using Status Codes can be found in Section 7 of the DRS Employer Handbook. See link above.)	C
8. Manage employee retirement enrollment on a position by position basis (an employee may have one position eligible and another position not eligible).	C
9. Discuss any issues the HRMS may have in satisfying the contribution calculation and DRS data transmittal requirements. (Note that the transmittal requirements also apply to the Deferred Compensation Plan.) Identify specific package modifications that may be required to the Human Resources, Benefits, or Payroll modules of the application.	

3.5.9.4 Voluntary Employee Beneficiary Association

State employees accrue sick leave throughout their employment. At the time the employee retires, one-quarter of the accrued sick leave may be paid out to the employee at the current rate of pay. If paid in this fashion, it constitutes taxable income.

Each State agency may establish a Voluntary Employee Beneficiary Association (VEBA). Employees may direct the accrued sick leave payment to the VEBA and use these funds to pay for retiree health care or other qualifying expenses after retirement. This election is determined by "voting groups" at a time period selected by each agency. The agency can elect always to have the VEBA in effect. For example, a voting group could consist of the employees of the agency that are eligible to retire that year, and each year the voting group determines whether it will have the accrued sick leave paid as compensation or as contributions to the VEBA.

Requirement	Priority
1. Allow identification of the VEBA voting group to which an employee belongs.	C
2. Support a Voluntary Employee Beneficiary Association indicator for employees retiring within the current calendar year to identify those eligible to vote, and to record the election made by the voting group.	C

3.5.1 Leave Management

3.5.10.1 Leave Types

Requirement	Priority
1. Manage an unlimited number of leave types and related business rules.	C
2. Indicate whether or not a leave type is required to have an accrued balance, <i>i.e.</i> , vacation, sick, personal.	C
3. Maintain the maximum allowance for leave types that do not require an accrued balance, <i>i.e.</i> , military, bereavement, jury.	C
4. Maintain the bargaining units and employee types (group) eligible for each leave type.	C
5. Indicate the impact of accrual on a leave balance, (<i>e.g.</i> , accrual adds to balance or accrual replaces balance).	C
6. Indicate if a leave type is allowed to maintain a negative balance.	C
7. Maintain a docking order to be used when a leave type balance is insufficient to cover the amount taken (<i>i.e.</i> , if the employee's sick leave balance is zero, take from vacation).	HD
8. Maintain categories of leave types to similar groupings for reporting, such as various vacation leave types are all identified as vacation.	HD

3.5.10.2 Leave Accrual Plans

Requirement	Priority
1. Manage an unlimited number of leave plans.	C
2. Identify the leave type to each leave accrual plan.	C
3. Manage accrual based on years of service with increasing accrual rates or a specified amount each semi-month, month, or quarter.	C
4. Manage the rules for accrual and usage, including the bargaining units and employee types (groups) that are eligible for each leave plan.	C
5. Manage different business rules for each leave plan, including the maximum hours/days allowable balance, including the various fiscal years when applicable.	C
6. Manage the rules for accrual of leave for part-time and on-call employees using criteria that may include bargaining unit, employee status, eligible hours per month, total accumulated hours, and anniversary date to determine monthly leave accrual.	C

Requirement	Priority
7. Manage current accrual as of date at end of accrual period.	C
8. Accrue personal holidays based on a variety of criteria, including overlay balance with annual accrual or carry over balance.	C
9. Accrue sick leave time based on work status, hours worked, years of service, and eligibility.	C
10. Accrue vacation leave time based on work status and years of service. Track vacation maximums and leave hours lost.	C
11. Maintain excess vacation leave balance and allow accrual until employee's anniversary date and then set back to maximum allowable balance.	C
12. Maintain excess annual leave to continuing accruing based on approval indicator for a defined period of time.	C
13. Manage exchange time earned and maintain a balance of exchange time for exception employees (do not normally receive overtime).	C
14. Manage leave-without-pay's impact on leave accrual for each leave plan.	C
15. Manage the method to reset the balance to a maximum based on business rules, <i>i.e.</i> , set back to maximum on specified month/date, do not accrue over maximum, and overlay balance on next accrual date.	C
16. Indicate if the calculated accrual amount is to be adjusted by percent of full-time.	C
17. Maintain the number of calendar days in which all work days must be worked to accrue leave.	C
18. Manage suppressing leave accrual when a specified number of leave-without-pay days are taken within a calendar month.	C
19. Manage the timing rules for accruing leave and leave usage after eligibility date, <i>i.e.</i> , months after eligibility before usage is allowed.	C
20. Specify an initial accrual amount an employee is to receive upon employment.	HD
21. Specify the number of months after initial accrual that an employee begins accruing monthly.	HD
22. Specify the service years and months an employee must complete to have prior service time added to current service time to qualify for a higher accrual rate.	C
23. Manage compensatory time earned by bargaining unit and specify a factor for the rate of accrual.	C
24. Maintain the maximum allowable hours that can be accumulated for compensatory time balance by bargaining unit.	C
25. Maintain the time limits in which compensatory time must be taken by bargaining unit.	C
26. Manage the rules for compensatory time not taken; <i>i.e.</i> , cash-out or lost time.	C
27. Manage multiple types of compensatory time activity and balances.	C
28. Provide ability to cost state liability when cashing out compensatory time.	C

Requirement	Priority
29. Maintain dollar value of leave transactions available for fiscal year end reporting adjustments.	C
30. Manage all leave pay offs that may have a portion eligible for retirement contribution and a portion not eligible for retirement contribution based upon rules established for the bargaining unit.	C

3.5.10.3 Leave Transactions

Requirement	Priority
1. Manage an unlimited number of leave transactions that describe the effect on a leave balance; <i>i.e.</i> , accrued, taken, adjusted.	C
2. Manage adjustment transactions that increase or decrease balances.	C
3. Relate each leave transaction to one or more leave plans.	C
4. Maintain a taken balance without an accrual.	C
5. Manage transactions that record shared leave donated, received, and taken separate from regular sick leave.	C
6. Manage transactions that record Family Medical Leave taken for a designated 12-month period with specified time increments while also recording sick, vacation, or personal leave taken or leave-without-pay.	C
7. Manage leave transactions that affect gross pay to create a transaction in payroll for processing.	C
8. Manage an unlimited number of leave reasons.	C
9. Maintain a relationship between a leave transaction and multiple leave reasons.	C
10. Indicate if a leave reason is required or not for each leave transaction.	C
11. Manage edits for leave transactions that cannot be processed because of insufficient balance, over maximum allowance, etc. Allow future leave requests to be validated against future leave accruals (<i>e.g.</i> , an employee has 10 hours of accrued leave and requests 24 hours for next month; since the monthly leave accrual is 16 hours, the request is valid.)	C
12. Support entry of leave taken retroactively and adjust hours accordingly.	C
13. Identify leave that must be paid back when reason for absence is determined to be because of work related injury and absence is covered by workers' comp. leave and WC must be less than or equal to 100%.	C
14. Manage defined reasons for multiple types of compensatory time earned and paid.	HD
15. Maintain different rules for maximum hours, usage, and forfeiture of comp time.	HD
16. Support compensatory time that is not paid, <i>i.e.</i> , Washington State Patrol receives holiday credits.	HD
17. Manage a leave request approval process online. If request is not approved, send back to employee with comments. Process should support multiple approvals with levels required determined based on leave type.	D

3.5.10.4 Enrollment

Requirement	Priority
1. Manage employee enrollment into leave plans upon eligibility based on the default leave plans identified by bargaining unit, employee type (group), or other criteria.	C
2. Support an override to the default plans on an individual employee basis.	C
3. Manage employee leave enrollment on a position by position basis (an employee may have one position eligible and another position not eligible).	C
4. Maintain the employee's eligibility date for leave accrual in multiple leave plans.	C
5. Identify specific employees and/or groups to a Voluntary Employee Beneficiary Association (VEBA) unit.	HD

3.5.10.5 Leave Payoff

Requirement	Priority
1. Manage vacation leave payoff at separation and retirement by union, bargaining unit, and fund.	C
2. Manage vacation leave payoff at retirement being subject to retirement contribution for some plans and not for other plans.	C
3. Manage sick leave buyout program on an annual basis and calculate hours available and dollar value of optional buyout with the ability to use this amount for benefit premiums similar to VEBA but for active employees.	C
4. Notify employees when buyout eligible with their estimated amount.	HD
5. Manage sick leave payoff at retirement and annual sick leave buyout using calculation factor at varying rates.	C
6. Manage sick leave payoff at retirement that is paid to a VEBA account for future medical needs.	C
7. Manage compensatory time that is earned and has to be taken within a certain time period or must be paid to the employee.	C
8. Manage compensatory time expiration based on rules and generate time transactions to pay off the compensatory time that has expired.	C

3.5.10.6 Shared Leave

Requirement	Priority
1. Manage donation of vacation leave, sick leave, and personal holidays to an individual following shared leave calculation rules and employee donations of leave to another employee based on compensation dollar value and hours (<i>e.g.</i> , an employee who earns \$4,000 per month donates four hours of leave to an employee who makes \$2,000 per month. The receiving employee receives eight hours of leave.)	C
2. Track lifetime maximum for shared leave.	C
3. Track the donation of leave to an individual and track allowable maximums that can be donated and received.	C

Requirement	Priority
4. Manage the unused leave restored to the donor based on a pro-rata compensation dollar value conversion.	C
5. Maintain donation of vacation leave, sick leave, and personal holidays to an agency's central leave pool to distribute shared leave for employees and track leave pool balance.	HD
6. Manage leave donation conversion from one agency to another agency based on the individuals' base compensation as the conversion factor.	HD

3.5.10.7 Family Medical Leave Act

Requirement	Priority
1. Manage the analysis of qualifying leave reported and notify employee and supervisor that it may qualify for Family Medical Leave Act (FMLA) designation.	HD
2. Maintain the number of hours worked by business rules to qualify for FMLA.	C
3. Maintain FMLA 12-month designation by agency as calendar year, fiscal year, or rolling 12 months by individual.	C
4. Track FMLA usage of all leave types concurrent with the posting of leave usage to specific leave plans.	C
5. Track rules for the authorized sequence of leave type usage to be taken concurrently with FMLA, <i>i.e.</i> , exhaust sick leave first.	C
6. Track employees on Workers' Compensation (WC) or FMLA and edit against hours worked.	HD
7. Support employees taking partial FMLA hours.	C
8. Track FMLA taken by spouses who are also state employees.	C
9. Notify employee about amount of time taken.	C
10. Track current FMLA balance by employee and show remaining FMLA hours available for the employee in the 12-month period.	C

3.5.10.8 Leave Balances and History

Requirement	Priority
1. Maintain leave balances and history.	C
2. Manage the conversion of one leave type balance to another leave type balance.	C
3. Maintain a leave-without-pay balance by month, quarter, annual, and life of employment.	C
4. Maintain history of leave balances for each leave type for beginning period, accrual, usage, and ending period by month for each calendar year and provide online view by positions and employee.	C
5. Maintain a history of all leave transactions by date, leave type, and reason.	C
6. Maintain compensatory time earned, taken, and balance.	C

Requirement	Priority
7. Maintain holidays taken and hours worked on holidays. Some holidays may not be taken on the actual date of the holiday.	C
8. Maintain suspended absences for discipline with or without pay.	HD
9. Maintain concurrent leave suspension balances with ability to use vacation leave while on suspension.	HD

3.5.10.9 Leave Reporting

Requirement	Priority
1. Project future leave accrual and planned leave time off for an entire year. Create an annual leave calendar with projected leave accrual and usage for planning.	HD
2. Report absence trends by leave types for an employee, bargaining unit, department, or unit.	HD
3. Generate electronic notification to employee at calendar year end to alert them if personal holiday balance is still remaining.	HD
4. Generate notification to an employee and supervisor when an employee is a number of weeks prior to a leave maximum and in danger of losing hours.	C
5. Generate sick leave buyout notification each year to qualifying employees.	C
6. Track and report on multiple leave types' usage, such as jury, election, religious, military, bereavement, disaster, volunteer activities, paid and unpaid sabbaticals, personal holidays, educational, administrative, suspensions, and life-giving leave.	C
7. Transfer leave balance to receiving agency when employee transfers.	HD
8. Maintain and track time lost cost savings for forfeited leave.	HD

3.5.1 Payroll

3.5.11.1 Payroll Schedule

Requirement	Priority
1. Manage weekly, bi-weekly, semi-monthly, monthly, and special payroll processing schedules.	C
2. Establish multiple pay period begin and end date schedules with the warrant/check dates a specific number of days after the pay period end date (lagged).	C
3. Establish pay cycles defining groups of employees with varying rules or schedules for processing.	C
4. Support multiple pay cycles and allow the user to schedule the pay cycles to be paid on a specific payroll schedule.	C
5. Initialize multiple pay cycles to process on the same payroll schedule.	C

3.5.11.2 Work Calendar/Schedule

Requirement	Priority
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Requirement	Priority
1. Establish multiple monthly calendars based on work types, such as telecommuting, compensatory time, overtime, projects, and work schedules.	C
2. Establish multiple regular workweek schedules and/or calculate overtime accordingly based on Fair Labor Standards Act rules and/or contract and/or work period designation assigned to a class.	C
3. Identify work days, holidays, etc. within the month, <i>i.e.</i> , standard work days for that agency for that type of work for that job.	C
4. Establish multiple standard work schedules with multiple identifiers for a wide variety of departments and employee types or for an individual employee or group of employees.	C
5. Support 24/7, 28-day rotating, 14-day, flexible, telecommuting, shifts, on-call work schedules including shifts across midnight and split shifts.	C
6. Support automatic computation of assigned hours based on the work schedule.	C
7. Support automatic re-computation of assigned hours when a work schedule is changed during a pay period.	C
8. Support multiple work schedules, positions, and classifications to run concurrently.	C
9. Support multiple factors on a work schedule for overtime and minimum wage pay, overtime on a holiday, and compensatory or exchange time.	C
10. Create the online timesheet based on an employee's work schedule by job.	HD
11. Establish multiple holiday schedules that drive the appropriate holiday pay based on the employee's individual work and holiday schedule.	C
12. Maintain holiday credits with multiplication factor rates related to bargaining unit contract.	C
13. Support paying the regular holiday pay plus overtime for actual hours worked on the holiday.	C
14. Support an employee taking holiday leave on a day other than the holiday, when the regular work schedule falls on the holiday.	C

3.5.11.3 Time and Attendance

Requirement	Priority
1. Support the automatic payment of salaried employees without the entry of time worked.	C
2. Support the time entry of multiple account distributions by amount or percent.	C
3. Allow additional earnings types to be added in time and attendance for payroll processing to generate automatic base salary from job and additional compensation based on time transactions.	C

Requirement	Priority
4. Allow the account distribution to be changed or added on the time entry forms and override the position's default account distribution as applicable with chart of account edits.	C
5. Calculate shift differential pay based on the employee's work schedule, bargaining unit, base pay, and other criteria such as multiple shift rates.	C
6. Manage multiple types of allowances for a fixed amount or percentage of hourly rate and paid on a weekly, biweekly, semi-monthly, monthly, or annual basis.	C
7. Support negative transaction processing with defined controls to reduce taxable gross.	C
8. Allow payroll office to enter account distribution on an employee's payroll record that is different from the position's default account funding.	C
9. Allow override to pre-computed gross earnings on time and attendance.	C

3.5.11.4 Payroll

Requirement	Priority
1. Manage the financial accrual of payroll bi-weekly, semi-monthly, monthly, quarterly, or annually.	C
2. Manage multiple types of earnings and unique rules for each calculation.	C
3. Accumulate a monthly, quarterly, and annual statistical history of the gross dollars and hours worked by earnings type, by chart of accounts codes.	C
4. Stop payment of earnings when an employee is inactive or separated from employment.	C
5. Post retroactive transactions to the actual pay period related to the action and calculate retroactive pay and deductions based on the rates for the effected period.	C
6. Adjust dollar and hour balances for the retroactive period for an accurate history.	C
7. Apply Fair Labor Standards Act rules and/or contract and/or work period designation assigned to a class for retroactive adjustments when appropriate for time worked in a prior pay period.	C
8. Apply effective dated pay and time histories when calculating retroactive pay.	C
9. Manage multiple shift differential types and rates based on different rules that can be locked to days, hours, or time of week and can be based on a flat rate or a percentage of hourly rates.	C
10. Support payment of taxable and non-taxable allowances to employees for various items (<i>i.e.</i> , car, clothing, etc.) via interface with accounts payable.	C
11. Generate a restore of an employee's previous data settings when an employee is rehired within the same calendar year, including taxes, deductions, leave plans, balances and accrual rate and benefits enrollment data and age history.	HD

Requirement	Priority
12. Process calculations for mid-period earnings based on bargaining unit, such as new hires, rate changes, acting pay, transfers, retroactive pay, special assignment, emergency assignment, and separation.	C
13. Support local, state, and federal tax calculations and reporting requirements.	C
14. Prorate earnings for mid-pay period actions and distribute gross pay and employer costs by percentage to the appropriate account distribution.	C
15. Maintain multiple overtime earnings types that identify the factors for calculation of overtime pay.	C
16. Establish holiday earnings types for holiday schedules that will automatically generate pay for holidays to eligible employees.	C
17. Calculate holiday pay for part-time employees at end of month based on actual hours worked.	C
18. Support federal income tax calculation per combinations of the following methods: 1) exemption method, 2) percentage of taxable gross, 3) specific dollar amount, 4) exempt, 5) supplemental method and 6) earned income credit.	C
19. Support compliance with all federal and state legislation for imputed income (taxable fringe benefits).	C
20. Support the net to gross calculation for payment of a specific dollar amount to an employee (<i>e.g.</i> , award).	C
21. Support the display of the gross up amount on the employee's earning statement showing gross, taxes, and net with an earnings type description.	C
22. Generate a single warrant/check for employees who work in multiple positions in multiple locations during a pay period (while correctly processing all deductions, premium pay types, etc.).	C
23. Support warrant/check cancellations backing out all transactions to payroll history and dollar and hour balances generated on the original transactions.	C
24. Reverse a data entry error of warrant/check cancellation before processing.	C
25. Support multiple bank accounts for direct deposit.	C
26. Calculate pay amount for employees on workers' compensation leave to make their pay 100% of regular pay with a factor for Workers' Compensation) pay by partial work days.	HD
27. Calculate and pay benefit contributions for an employee while employee is on WC leave.	HD
28. Allow zero dollar warrant/checks and cancellation.	C
29. Track benefit deductions that go into arrears while employee is on WC leave.	HD
30. Support multiple types of overtime pay.	HD
31. Support overtime that is voluntary and that is mandatory for the Washington State Patrol. Reporting to retirement plans vary based on type of overtime.	HD

Requirement	Priority
32. Support compensatory time paid at the current hourly rate of position.	C
33. Support compensatory time paid at retirement at the base pay rate.	C
34. Maintain balances of paid and forfeited leave and report at end of biennium or anniversary date.	HD
35. Support the option to automatically pay for compensatory time not used.	C
36. Provide for the possibility of pay shift overtime when comp time is earned or when comp time is paid.	HD
37. Calculate and pay travel time and mileage.	HD
38. Maintain unlimited number of pay types by employee groups.	C

3.5.11.5 General Deductions

Requirement	Priority
1. Manage the priority order for processing deductions on regular payroll schedules.	C
2. Establish business rules for deduction processing on special payroll schedules. Indicate for each deduction if an employee deduction or an employer contribution should or should not be taken when a special payroll is processed.	C
3. Support one-time deduction transactions to be entered that will increase or decrease (could be zero) a deduction amount for a specific payroll schedule.	C
4. Establish a schedule that identifies the pay period of a month on which a specific deduction should be taken, <i>e.g.</i> , United Way should only be taken the second pay period of each month for a semi-monthly payroll schedule.	C
5. Maintain specific begin and end dates that a deduction should be taken on an individual employee's deduction record.	C
6. Calculate industrial insurance and medical aid premiums on actual hours worked and by exception.	C
7. Generate employer contributions for applicable taxes and benefits based on the employees' records of eligibility.	C
8. Maintain union membership and employees paying dues or representation fees by bargaining unit with ability to support different union fee structures.	C
9. Support employee purchase of United States Savings Bonds through payroll deduction. Includes ability to establish employee bond registration information, amount of deduction, and denomination of bond to purchase.	C
10. Provide standard interface file for transmission to Federal Reserve Bank for purchase of United States Savings Bonds on behalf of employees.	C

3.5.11.6 Garnishments

Requirement	Priority
1. Manage business rules for multiple garnishment types and their corresponding regulations.	C

Requirement	Priority
2. Maintain multiple concurrent garnishment processing rules with a priority sequence for processing.	C
3. Manage the garnishment calculation amount based on the employee's income for a payroll period and the garnishment rules.	C
4. Maintain multiple concurrent garnishments with differing rules for an employee.	C
5. Track the duration of the garnishment until the tax levy, child support, court order, or other type of garnishment is fully satisfied.	C
6. Calculate and pay all types of garnishments: flat amounts; percentages; disposable income percentages; and graduated percentages based on different base levels and guaranteed net.	C

3.5.11.7 Earnings Statement

Requirement	Priority
1. Print total compensation on earnings statement, year-to-date total gross plus employer's year-to-date contributions for benefits.	C
2. Print comments on the employees' earnings statement created by employee type or bargaining unit or employee group.	C
3. Print detail of compensation and deductions with pay period and year-to-date totals for each.	C
4. Allow for alternate electronic distribution/online access to earnings statement.	C

3.5.11.8 Direct Deposits and Vendor Payments

Requirement	Priority
1. Manage the payment schedule for vendors, <i>i.e.</i> , warrant/check date, semi-monthly, monthly, quarterly on specific day of period.	C
2. Manage the payment method to the vendor, <i>i.e.</i> , warrant/check, ACH, or journal voucher.	C
3. Make all payments to state agencies by electronic journal vouchers.	C
4. Create ACH transmittal, direct deposits, and vendor payments for all payroll schedules.	C
5. Support multiple outbound ACH transmissions to different destination financial institutions for the same payroll period.	C
6. Support automatic ACH reversal processing.	C
7. Support additional ACH addenda records to vendors.	C
8. Support automatic pre-note notification.	C
9. Support payroll taxes transmission in EFT/PS federal mandated format.	C
10. Support ACH notification of change.	C
11. Support ACH returns that could not be processed.	C

Requirement	Priority
12. Support ability to override an employee's direct deposit with a warrant/check on a special payroll schedule.	C

3.5.11.9 Financial Accounting

Requirement	Priority
1. Support the interface for AFRS and the Treasury Management System (TMS) of all payments created through payroll processing for employee compensation, payment of employee deductions and employer contributions by agency and fund.	C
2. Validate all cost accounting codes against the State's General Ledger and Financial Accounting systems chart of accounts (known as AFRS) and the Department of Transportation Financial System (TRAINS).	C
3. Manage the valid coding of cost centers, programs, projects, activities, tasks, and other chart of accounts entities for labor distribution. The code structure includes 30 fields for codes from two (2) to ten (10) characters in length and must align with the chart of accounts. Note: this requirement applies regardless of where or how time and cost distribution data is captured. Note: the full code structure is provided in Section 4.2, State of Washington Chart of Account	C

3.5.11.1 Standard Reports

Requirement	Priority
1. Support the processing of an unlimited number of test payrolls with reports generated for the reconciliation of payroll transactions.	C
2. Generate standard payroll reconciliation and expense distribution reports for every payroll schedule processed.	C
3. Generate reports to support those regularly required by Federal regulations, such as 941, W-2 reporting, and 1099 reporting.	C
4. Generate reports on request for year-to-date balances that will be reported on W-2's for reconciliation.	C
5. Generate both 1099 and W-2 forms for the same employee to receive.	C

3.5.12 Time and Labor

3.5.12.1 Project Organization

Requirement	Priority
1. Relate locations, activities, and tasks to a project and track labor cost data against all of these levels.	HD
2. Provide ability to send and receive time data from systems such as facility, scheduling, maintenance and project management systems, and wireless devices.	HD

Requirement	Priority
3. Provide ability for an agency to operate on a combination of standard time and military time.	HD

3.5.12.2 Work Schedules

Requirement	Priority
1. Establish employee daily work schedules by project.	HD
2. Establish work schedules for individuals or employee groups.	HD
3. Maintain and track standard work schedules per employee.	HD
4. Maintain and track various work schedules per employee, <i>i.e.</i> , 40, 80, 96, 108 hour schedules.	HD
5. Support a 24-hour day schedule and define the number of work days and days off in schedule.	HD
6. Store history of various work schedules by employee.	HD
7. Provide edits against the work schedule and allow overrides, <i>i.e.</i> , vacation may not be entered on scheduled day off.	HD
8. Maintain and track start and stop time for employees.	HD
9. Support the ability to determine start and end date eligibility or alternative hours for shift change.	HD

3.5.12.3 Time and Labor

Requirement	Priority
1. Support decentralized time and labor distribution entry by employee or timekeeper on behalf of employee.	HD
2. Support on-line time entry via Internet, Intranet, time clocks, swipe cards, and batch time entry.	HD
3. Support time entry and track multiple shifts worked by employee including split shifts.	HD
4. Support time entry by begin and end time, by hour, by day, by project, activity, and task.	HD
5. Support negative hour adjustments to all levels of cost distribution allowed for original time and cost distribution entry.	HD
6. Allow for the designation of a default account for cost distribution.	C
7. Provide for daily time entry with at least activity, location, and project codes available for cost allocation. If no alternate cost distribution coding is provided, distribute costs to the default account.	C
8. Provide ability to enter equipment code and hours used related to location and project.	HD

Requirement	Priority
9. Maintain leave taken transactions that links to the payroll system and reduces pay period hours worked for Labor and Industries reporting.	C
10. Establish time entry rules for pay, overtime, leave balance in compliance with bargaining unit contracts, FLSA, State and agency policies, and Civil Service.	C
11. Support system calculation of overtime hours worked and ability to override. Note that there may be many complex union work rules that affect the calculation and payment of overtime and other forms of premium pay.	C
12. Manage an overtime approval process online with approval. If overtime is not approved, send back to employee with comments.	C
13. Support approval process that allows for multiple approvers under the following conditions: <ul style="list-style-type: none"> • An employee with a single or multiple approver(s) by pay period; • An employee with a single or multiple approver(s) by day; • An employee with a different approver for each day; • An employee with a different approver for each shift; • An employee with multiple approvers for a single shift. 	
14. Support correction of an entry once time data is entered with audit trail.	C
15. Support salary splits (portion of salary sent to different fund, functions, and programs) with percentage totaling 100%. Unlimited account lines on percentage splits.	C
16. Support an unlimited number of entries for time worked with rate and account distribution.	HD
17. Maintain and track location codes worked by period.	HD
18. Support ability for an employee to post time to multiple activities.	HD
19. Manage different pay rates to an employee based on a percentage or flat increase.	C
20. Provide for overtime for a temporary assignment.	C
21. Provide for assignment pay for skills activity.	C
22. Maintain pay shift premiums based on the actual times worked, <i>i.e.</i> , a 6 p.m. to 3 a.m. shift includes multiple shift premium levels and support data analysis by union, bargaining unit, and fund.	C
23. Report on absence types in tenths and hundredths of an hour.	HD
24. Maintain and track reasons for overtime paid.	HD
25. Automatically adjust time based on bargaining unit's contract rules.	C
26. Maintain volunteer hours and establish a comparable rate for the position for matching federal grant and reporting.	HD

3.5.12.4 Labor Cost Distribution

Requirement	Priority
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Requirement	Priority
1. Pro-rate hours and dollars by a number of categories with ability to modify percentage for pro-rating for each agency/project/other identifiers.	HD
2. Maintain distribution of labor by percent, which is always worked on the same projects.	HD
3. Maintain hours worked balance for federal grant reporting and other projects.	HD
4. Charge time to a specific work order and activity and cost center account.	HD
5. Support multiple activities related to a work order or cost center.	HD
6. Support entry of hours to multiple activities.	HD
7. Support distribution of labor by percent that is always worked on the same activity.	HD
8. Interface Labor Distribution labor cost information to the financial systems in sufficient detail to support billings to various customers for labor charges.	HD
9. Support the ability to distribute time and earnings as earned at the time compensation is paid.	HD
10. Maintain employee's labor distribution by percentages and/or direct hours.	HD
11. Support definition of allocation methods by agency, such as only paid hours or fully-loaded (salary and fringes).	HD
12. Maintain labor expense distribution and reporting into pre-defined general ledger account numbers.	HD
13. Maintain and track time balances for multiple periods and store for seven years.	HD
14. Allow import to/from third party Time and Labor system.	HD
15. Generate standard labor distribution costs report.	HD

3.5.1 Budget

Requirement	Priority
1. The system must maintain funding sources for positions and employees. Allow multiple funding sources for both position and employees to a maximum of 100%.	C
2. Allow for the possibility of more than one person filling a position during the time frame specified.	C
3. The system must maintain all FTEs, indicating which ones are budgeted and which ones are non-budgeted.	C
4. Allow entry of corrective transactions for the cost distribution of all payroll expenditures.	C

- Describe how you provide 'what if' capability both for agency and statewide use. It is anticipated that this capability will not replace the State's Budget Development or Salary Projection Systems for the first cycle of Collective Bargaining, but would support the answering of questions outside

the budget development and allotment processes and would provide salary projection capabilities needed for Collective Bargaining after full system implementation.

6. Describe how the HRMS would provide an interface of position, employee and salary data to the State's Salary Projection System (SPS) used by agencies for allotment and budget development. This is currently a batch interface from the DOP Data Warehouse.
7. Describe how you would support the eventual need to collect data from higher education entities. They currently do not submit data to the DOP Data Warehouse, but could be required in the near future to do so by the Legislature. There may be some fields used by higher education that we have not anticipated in these data requirements for other state agencies.

3.5.1 Self-Service

3.5.14.1 Employee

Requirement	Priority
1. Provide access to an online form and approval routing where designated that allows employee self-service options, including but not limited to the following: <ul style="list-style-type: none"> • Change address, phone numbers, and emergency contact information • Enter time reporting • Request training for specified courses • Change marital status 	C
2. Create request for reasonable accommodations. Route to specific security personnel for access. Track for statistical purposes by agency.	HD
3. View licenses, certifications, and education level.	HD
4. View training profiles, training course schedules, description, outline, location, and complete request for registration and route for approval.	C
5. View training attendance.	C
6. View training rating or grade.	D
7. Complete tuition registration form and route for approval.	C
8. Provide on-line career planning for position requirements and qualifications.	HD
9. Allow employee access to salary history, job history, training history, and deductions for health and welfare, deferred compensation, and retirement plan contribution.	HD
10. Allow employee to request placement on an internal register for specific positions/Job Classifications by location of area and counties.	C
11. Provide for online leave viewing/tracking including vacation, leave of absence, expirations, leave accrual, sick leave, personal holiday, military leave, leave without pay, civil leave and other types of leave, 'use by' transaction dates, balances by month for current and previous year, and detailed history of leave by requested dates and/or category.	C

Requirement	Priority
12. Provide for online completion of following request forms and routing for approval including, but not limited to, leave, family medical leave, request/cancel shared leave, and training requests.	C
13. Provide for real time update of online information for leave usage and leave accrual.	C
14. Notify employees/supervisor when reaching maximum hours of accrued leave and getting close to anniversary date.	C
15. Provide ability to print any online request in hard copy.	C
16. Route employee time for approval. This may include multiple levels and delegation of approval authority.	C
17. Provide request to work overtime and route to supervisor for approval.	C
18. Provide ability to view payroll warrant/check statement, payroll history, employee's current deductions, total compensation including employer contributions, and retirement information.	HD
19. Provide ability to provide a copy of the W2 and to print it in IRS format.	C
20. Provide ability to enter, print, route, and update W4 information.	C
21. Create form for employee to complete request for changes to optional deductions and send to the payroll department for authorization and automatic update on employee payroll database, (consider allowing employee to automatically modify optional deductions).	C

3.5.14.2 Manager

Requirement	Priority
1. Provide managers with access to view information regarding the employees under their supervision and statistical information relative to their budget and department based on their security level.	HD
2. Provide ability to view employee job information, employee history, training history, employee leave by type, date and balances, and performance evaluations.	C
3. Provide ability to create personnel actions, route for approval, and view their status on-line.	C
4. Provide ability to view compensation distribution reports and statistical or other information.	HD
5. Provide online receipt, approval, and routing of requests from employees submission of time, leave requests, transfers, training requests, etc.	C
6. Provide ability to approve tuition reimbursement online.	C
7. Provide ability to approve hire of applicant online.	C
8. Allow HR office and managers the ability to grant view only access to others, <i>e.g.</i> , administrative assistant, and the ability to delegate electronic approvals in case of absence.	C

Requirement	Priority
9. Provide ability to track non-permanent employee appointment information.	C
10. Provide ability to approve leave request online with automatic routing.	C
11. Provide monthly calendar view of employees' leave requests for planning and scheduling.	C
12. Provide leave usage trends for month, quarter, and year by employee, supervisor, and department.	C
13. Provide staff list containing appointment information for direct reports.	HD
14. Provide online approval and routing for time and attendance reporting and requests for leave.	C
15. Provide history and audit trail of all approvals.	C

3.5.1 Data Warehousing and Analytics

The Functional Requirements identify specific requirements for data reporting and analysis (for example, the ability to model various compensation scenarios in support of Collective Bargaining). It is assumed that these requirements will be met through a Data Warehouse solution that is integrated with the transactional HRMS.

In addition, DOP already utilizes a Data Warehouse that is made accessible to authorized users throughout State government. This Data Warehouse supports ad hoc and “canned” queries that DOP and agency staff can execute to analyze State workforce data. It is expected that the new Data Warehouse solution will replace this system.

The Data Warehouse requirements are contained within the Technical Requirements as Section 3.6.3.10, Data Warehouse. These relate principally to the underlying architecture, functionality, and interface of the Data Warehouse and reporting solution. These requirements are in addition to the specific requirements for workforce analysis.

3.6 Technical Architecture Requirements

The Technical Architecture criterion evaluates the ability of the proposed solution to operate within the overall architecture of the State’s information systems. This evaluation considers the hardware configuration, technical infrastructure (primarily the operating system and database management system), and the technical architecture of the package itself. It considers long-term maintenance and support issues such as staffing requirements to administer the system and the application upgrade processes.

The evaluation criteria include these specific areas:

- **Tools** – development tools, workflow, and integration technology
- **Platform Support** – client, application server, and database service support
- **Architecture** – Internet and client/server architectures, scalability, flexibility, disconnected/mobile use, and standards support
- **User Interface** – richness of user interface supported and how that affects user experience
- **Integration** – integration among components of the solution, tools used for integration with external applications, support for industry standard integration methods such as HR-XML

The Technical Architecture will be scored similarly to the Functional Requirements, although more of the requirements will require scoring from the Technical Team using the five-point scale. All requirements are assumed to be of equal weight, but the final weighting of each area within the Technical Architecture may be adjusted to ensure that no one area of requirements exerts excessive impact on the final evaluation.

For the initial review of proposals, the Technical Architecture score is the weighted average of all responses based on Vendor responses to the requirements and questions. For the second phase of the evaluation, Vendors will be evaluated through the package demonstrations following scripts and presentation instructions to be provided. Evaluation Team members will score each script and element of the presentation using the descriptive scale, and the final score will be a weighted average of all scripts and presentation elements. **The final Technical Architecture score is a composite of all information gathered during the evaluation process. It is not based solely on the material presented during the Vendor Demonstrations.**

3.6.1 Technical Infrastructure Specifications

Vendor is to specify the Technical Infrastructure it recommends to support the application requirements with the volume requirements specified in Section 3.5.1.1, Volume Information, and the following performance requirements:

- Complete an average of 80% of all online transactions in less than 1 second over any 60 minute period during peak usage (does not include network latency).
- Complete an average of 99% of all online transactions in less than 5 seconds over any 60 minute period during peak usage (does not include network latency).
- Complete 100% of simple, single-screen online inquiry transactions in less than 1 second during peak usage (does not include network latency).

It is expected that the Department of Information Services (DIS) will operate the technical infrastructure at the State's Data Center. DIS will develop a cost for support of the HRMS application and infrastructure that will be a part of the total cost of the system implementation and operation. While Vendors are free to propose a Technical Infrastructure that differs in whole or in part from the current infrastructures supported by DIS, they should understand that this may result in a higher cost of DIS support and operation due to the need to obtain new skills and resources. That higher cost will ultimately be reflected in the Cost evaluation of the total solution, even though the cost is internal to the State.

Note the following requirements, guidelines, and instructions for use in developing the Technical Infrastructure specifications.

1. Technical Infrastructure specifications are to cover the design, build, and test lifecycle of the implementation project, the implementation of the system into production for Phase I, operation of the system, and the subsequent implementation of Phases II and III and continued operation of the system. It is expected that this will require at least five environments or instances of the application prior to Phase I: Production, Development, Testing, Pre-Production, and Training. The Technical Infrastructure plan should recognize the need to operate the Production system concurrently with the development and implementation of Phase II and Phase III functionality, which may necessitate additional environments or instances.
2. All hardware and software included in the proposed solution, including operating system, database management system, core HRMS software application, and any third-party tools, utilities, or other applications must be a version that is currently supported under standard maintenance agreements and be generally available. This is a "Mandatory Requirement," and failure to comply may result in disqualification of a Vendor's Proposal.

3. The Technical Infrastructure specifications are to include all vendor and third-party support software, tools and utilities (*e.g.*, compilers, text editors, library products, code generators, scripts) needed to install, integrate, monitor, and perform configuration, installation, development, testing, production, training, reporting, on-going operations, and management tasks of the proposed HRMS solution. More specific instructions appear below.
4. The Vendor may propose deferring the acquisition of any hardware or software components of the Technical Infrastructure until an appropriate point in the project lifecycle (*e.g.*, it may not be necessary to acquire servers to support the Production environment at the outset of the implementation project). For purposes of cost comparisons, the Technical Infrastructure proposal should identify costs by fiscal year: 2004, 2005, and 2006. (The State's fiscal year begins on July 1, so FY2004 begins on July 1, 2003. Phase I implementation is on January 1, 2005, which is in the middle of FY2005.)
5. The proposed Technical Infrastructure must identify all hardware required, including quantity, model configuration(s), cost per item, etc. Vendors should assume that existing State hardware and equipment resources are operating at capacity and there is no availability of these resources to support new requirements.
6. "Hardware" means all types of servers (application, database, Internet, etc.), storage, tape libraries, and any other physical items necessary to operate the application. Hardware includes printers for production of checks and direct deposit advices and high-volume reports that are produced centrally, but does not include workstations and printers for low-volume reports produced remotely (*i.e.*, within agencies).
7. Identify the entire and complete operating system required, including quantity, version, licensing, and any third party software or utilities. Vendors should make no assumptions about the availability of existing State operating systems, licenses, or resources.
8. Identify the entire and complete database management system required, including quantity, version, licensing, and any third party software or utilities. Vendors should make no assumptions about the availability of existing State database management systems, licenses, or resources.
9. Identify the entire and complete HRMS application, including quantity, version, licensing, and any third party software or utilities. Include as part of the HRMS application any third-party applications or services that are expected to be utilized to meet the functional business requirements (*i.e.*, a third-party "bolt on" product for a specialized function such as time and attendance, or document or content management, or a third-party service such as a recruiting solution delivered by an application service provider).
10. Identify any additional third-party software, utilities or tools required to operate the entire solution, including quantity, version, and licensing (*e.g.*, report writers, middleware or other integration tools).
11. For all components (hardware, operating system, database management system, HRMS application, and other software, utilities, or tools), identify any special environmental or physical conditions required for the installation and configuration.
12. The Technical Infrastructure specifications must include provisions for all backup, redundancy, and recovery needs, including such additional hardware, operating system, database management system, and other software, utilities, or tools as would be necessary to support these functions.
13. If priced separately, include as part of the Technical Infrastructure cost specifications any costs for installation of hardware, operating system, database, HRMS application, and other software, utilities, or tools.

14. The Technical Infrastructure specifications should provide recommended and minimum workstation requirements, but should not include workstation costs as these are procured by agencies.
15. Vendor will provide a detailed narrative description of the recommended and minimum network architecture / infrastructure that its complete proposed solution will require.

The Technical Infrastructure specifications must be provided using the template below. The costs for each element of the Technical Infrastructure should be specified in the Cost Matrix (Section 3.9, Cost Requirements). **Ensure that the specifications in the Cost Matrix match exactly the items in the Technical Infrastructure below.**

Table 3 Technical Infrastructure Specifications

Function	Detailed Specifications
Database Server	Brand X Model Y, 750 MHz processor with 14 GB memory,
Operating System	MS-DOS v 3.1
Application	Easy HR v. 3.5.01A
	Easy HR Payroll Module
	XYZ Systems Time & Attendance Module

16. Additional detail on the Technical Infrastructure specifications may be requested as part of the evaluation process after proposals are submitted.

3.6.2 IT Staffing and Skills

To assist in developing the DIS and DOP costs for system maintenance and operation, provide a proposed DIS/DOP staffing approach. Note the following requirements, guidelines, and instructions for use in developing the staffing approach.

1. Assume that DIS will support the technical infrastructure, and that staff necessary for operation of the hardware, operating system, and database management system will be a part of DIS.
2. Assume that the Human Resource Information Systems Division (HRISD) of the Department of Personnel will support and operate the application environment, so staff necessary for application support, development, and operation will be a part of HRISD. This would include database management and administration necessary for application development and maintenance.
3. Identify and define specific roles to cover all hardware, operating system, database management system, and application system administration and support, including such functions as backup, recovery, performance monitoring and tuning, security, application support, etc. For each role, briefly describe major responsibilities. Such roles *might* include:
 - Server Administrator
 - Database Administrator
 - System Administrator
 - Application Architect
 - System Programmer/Analyst
 - Security Administrator
 - Help Desk / End user Support
4. For each role identified, describe the typical prior experience required for the position and the typical training program or requirements.

5. The staffing approach should be tied to the expected implementation timeline. Separate roles for technical infrastructure and application support related to the implementation project from the infrastructure and system support related to the production system.
6. Note that the Services Requirements provide the option for the vendor team to provide technical infrastructure and application support during the project.
7. The staffing approach must be provided using the templates below.

Table 4 Staff Roles and Responsibilities Matrix (Example)

Role	Division	Responsibilities	Experience and Training
Database Administrator	DIS	Administer database.	Database Administration Fundamentals
System Administration	DOP	Apply patches and install maintenance releases. Monitor application performance. Schedule regular report jobs.	Application Training Basics System Administration
Security Administrator	DOP	Establish application User IDs. Maintain security profiles.	Application Basics Advanced Security

Table 5 Staffing Requirement Matrix (Example)

Role	FY04	FY05	FY06	FY07	FY08	FY09
Project Support						
Database Administrator	1.0	1.5	1.5			
System Administration	1.0	1.0	1.0			
Security Administrator	0.0	.5	.5			
Production Support						
Database Administrator	0.0	.5	1.0	1.5	1.5	1.5
System Administration	0.0	.5	1.0	1.25	1.5	1.5
Security Administrator	0.0	.5	1.0	1.0	1.0	1.0

3.6.3 Technical Requirements

Note that the Technical Requirements do not have a Priority level assigned.

Each section of the Technical Requirements may consist of two parts. The first part states Technical Requirements and requests that the Vendor provide a response in ProposalLink using the designated options. The second part provides an opportunity for the Vendor to provide additional details about the method of meeting a technical requirement, and will be scored by the State.

The designated options for the Technical Requirements are the same as for the Functional Requirements:

Response	Score
Fully met by core HRMS application	5
Fully met by secondary HR application	4

Response	Score
Met by core HRMS or secondary HR application with minor work-around or custom development	3
Requires custom development or significant process change	2
Will be met by a release within the next 12 months	1
Cannot be met within the next 12 months by existing HRMS package or integrated HR application	0

The following comments define further these Responses.

- To receive a score of “**Fully met by core** application,” it must be possible to satisfy the requirement *in the core HRMS application* without development of custom code, the modification of existing objects (such as data entry panels or data tables), or the creation of any custom objects (such as user-defined fields).
- To receive a score of “**Fully met by secondary** application,” it must be possible to satisfy the requirement in a secondary human resources or other application that is integrated with the core HRMS application, and without development of custom code, the modification of existing objects, or the creation of custom objects.
- A requirement will receive a score of “**Met with minor work-around**” if the development or modification effort required to satisfy the requirement consists of a program, code, process, or object change does not require more than 80 hours to develop, test, install, and implement. This applies to modifications in either the core HRMS application or a secondary application.
- A modification consisting of program, code, process, or object changes that will require more than 80 hours to develop, test, install, and implement will receive a score of “**Requires custom development.**” This applies to modifications in either the core HRMS application or a secondary application.
- A requirement that “**Will be met**” requires that the release be planned for the next 12 months *and* that detailed product specifications exist that demonstrate how the application will satisfy the requirement. The release may be in either the core HRMS application or in an integrated HR application.

Certain requirements will allow only a “Yes / No” answer, while others will require a short text answer. All responses allow for a short text explanation, and Vendors are encouraged to provide comments for all requirements that cannot be fully met by the core HRMS package.

For those requirements that do not have a standardized response, the Evaluation Team will score Vendor responses using the following criteria:

Response	Score
Exceeds the requirement by providing exceptional benefit , functionality, or capability	5
Satisfies the requirement with some additional benefit, functionality, or capability	4
Satisfies the requirement in all ways	3
Nearly satisfies the requirement, but fails in some minor respect	2
Partially satisfies the requirement, but fails in some significant respect	1
No response or no capability	0

For the sake of simplicity, the requirements and questions below use the phrase “System” to refer to the applicable elements of the technical infrastructure (hardware, operating system, database management

system, and other utilities) as well as the application software and any related utilities, tools, third-party software or services.

3.6.3.1 General Specifications

Requirement	
1.	Recommended technical infrastructure meets all current published State of Washington Department of Information Services computing standards, including but not limited to hardware, hardware configuration, web development standards, security standards, web-based transaction encryption standards, etc.
System provides support software that includes: (Note: a response is required for each bullet item)	
2.	Application development tool kit which is open and flexible.
3.	Web development tool kit.
4.	Tool kit manuals.
5.	Requirement templates.
6.	Report generation scripts.
7.	System provides support for importing and exporting of standard desktop office application files, including but not limited to Microsoft Office suite.
8.	System provides support for Electronic Data Interchange (EDI) with standard interfaces to major EDI translators.
9.	System provides ability to schedule batch jobs.
10.	System provides integrated linkages between all processes and applications.
11.	System provides customizable user interfaces and toolkit.
12.	System provides ability to automatically integrate user-defined fields into future applied software upgrades.
13.	System provides on-line application, system documentation, and help screens with search functionality.
14.	System provides customizable on-line functional and system documentation and help screens as well as applicable knowledge transfer to customize and maintain.
15.	System provides capability to retain customized on-line documentation and help screens upon progressive software releases / upgrades.
16.	System provides web-based development and technical support.
17.	System provides all development and production licenses for all applications, system utilities and tools, and hardware whether vendor or third party, so that licenses can be used in a data center or remote facility.
18.	System provides up-to-date end user training and reference material containing clear and thorough descriptions of all screen and batch processing functions, screen data, programs, and any processing parameters AND this information is available through Web browser and CD ROM.

Requirement	
19.	System provides up-to-date user manuals (functional and technical) on optical media (CD-ROM).
20.	System provides well defined and articulated technical change management processes, including but not limited to pre-defined all-inclusive migration processes for software releases, operating system upgrades, layered software upgrades, and hardware configuration changes.
System provides comprehensive technical documentation (geared to System Administration and IT Technical personnel) including but not limited to:	
21.	System Administration / Operations Procedures.
22.	Technical definitions and specifications.
23.	Database definitions, logical data model, and record layouts.
24.	Screen definitions and functions.
25.	Describe in detail how remedial/emergency hardware and application software maintenance will be provided.
26.	Provide and describe vendor maintained web or FTP site from which application software fixes can be downloaded and installed by the State.
27.	Provide and describe a hot-line for application software / hardware client support. Describe the various levels of support available and any costs associated with those levels. Include expected response times for each level. Describe incident escalation and tracking process. Identify and describe for each identified software and/or hardware vendor(s) if they require a single point of contact, or does their support center allow multiple State contacts?
28.	Describe best practice workflow templates used by your technical implementation.
29.	Describe interoperability with third-party applications by standard interfaces, including capability to interface with IBM System/390 Mainframe applications.
30.	Describe in detail utilities and tools to monitor network, Web server, application server, and database server resource utilization.
31.	Describe in detail the ability to maintain and update test, training, development, production, and pre-production environments.
32.	Describe in detail the ability to apply software upgrades to a test database before placing on a production database.
33.	Describe in detail the ability to provide remote diagnostic support working within State security guidelines (http://www.wa.gov/dis/portfolio/itsecuritystandards.htm).
34.	Describe the typical lag time between major changes to your applications system and availability of documentation.
35.	Describe in detail the proposed schema of each application environments or instances (e.g., Production, Development, Testing, Pre-Production, and Training).
36.	Describe how the solution complies with the requirements of Executive Order 00-03, Public Records Privacy Protections (http://www.governor.wa.gov/eo/eo%5F00%2D03.htm).
37.	Describe in detail solution data and process models.

38. Describe if proposed interface toolkit(s) is/are part of the standard application solution, a third-party utility product, or both.

3.6.3.2 Portal

Requirement
1. Provide Intranet Portal which: <ul style="list-style-type: none">• Provides access through any of the secure gateways in the State shared security layer.• Provides single sign-on capability for all employees based upon roles-based security, including sign-on to legacy/outside systems.• Distributes creation and maintenance of role-based security. DOP assigns to agencies the ability to maintain role assignments for agency staff.• Provides roles directory utilizing LDAP directory services which automatically links to the State's master directory for authentication and is consistent with the State's security standards.• Provides maintenance of User Id's in both centralized and decentralized organizations.
2. Ensure Internal Portal package works with all GUI options identified in your Proposal.
3. The portal should be personalized and present content and services unique and appropriate for the employee and their roles.
4. Portal should be customizable at the central, agency, workgroup, and individual level.
5. Describe the connectors and other tools that will allow the State, agencies, and workgroups to integrated other statewide, agency-wide, and workgroup content and services.

3.6.3.3 Redundancy and Availability

Requirement
1. System provides support for fail-over redundancies, and swapping of critical system components and critical data of all system components of the supported platform vendor.
2. System provides full backup and recovery capability for all application, system, and user data.
3. Describe in detail 'batch window' requirements to accomplish batch processes, data and system backups, data extractions and loads and batch interfaces.
4. Describe maintenance window requirements to apply operating system and application patches to maintain security or fix bugs.
5. Describe in detail the technical recovery and restart of the complete system following a system failure.
6. Describe in detail the fail-over redundancies of the supported hardware platform vendor.
7. Describe in detail the redundancy, fail-over and swapping of critical system software components and critical data following a system failure and / or system interrupt.
8. Describe in detail recommended disaster recovery approach and environment needed to restore operations within 72 hours from the loss of processing capability at DIS.

3.6.3.4 Database Management

Requirement	
1.	System provides full ODBC compliance.
2.	System utilizes industry standard and appropriate rules and constraints to enforce and maintain referential integrity.
3.	System provides simultaneous access to data by concurrent users.
4.	System provides the ability to lock database records at the row and field level.
5.	System provides the ability to import and export data to/from external applications via industry-standard formats.
6.	System provides data modeling, data definition, meta data, and data dictionary components.
7.	System provides technical and function solution that is integrated with all tools supplied for application development, and ad hoc database access and reporting.
8.	System provides support for multiple database instances for development, Test/QA, training, and production.
9.	System includes all utilities for database performance monitoring and tuning.
10.	System provides locking (commit process, enqueue/dequeue or database lock/unlock) for databases and is restrictive to normal transaction entry or several transactions in a batch process.
11.	System provides standard structured query language (SQL) capabilities for database queries.
12.	System provides log/event triggers to automatically notify DBA when a user defined database condition or maximum/minimum thresholds have been reached.
13.	System provides documented best practices for optimum database maintenance.
14.	System provides an automated process to archive data.
15.	System provides a process to store archived data and retrieve it seamlessly.
16.	System provides a method to access archived data when system architecture changes as a result of software upgrade.
17.	System provides table entries that are future dated and become effective on that future date.
18.	System provides database backup to establish points of synchronization and transaction logging.
19.	System provides point-in-time database recovery.
20.	System allows user input of transactions during backup.
21.	System provides automated transaction back-out / roll-back should the system fail during transaction processing and / or a transaction fails to reach normal processing completion.
22.	System provides automated transaction alert to system administrator and /or end user if a transaction is automatically backed-out / rolled-back due to system failure during transaction processing and / or a transaction failing to reach normal processing completion.
23.	Describe in detail how proposed technical solution manages user defined data elements.
24.	Describe in detail how the system handles data modeling, data definition, meta-data and data dictionary components.

25. Describe in detail the system RDBMS licensing requirements.
26. Describe in detail the addition and maintenance of the system's underlying data structures.
27. Describe in detail archiving best practices that are consistent with Federal, State, and local data retention requirements.
28. Describe in detail all APIs or standard interfaces for control of storage and retrieval of archived data with archiving control systems.
29. Describe in detail the steps to perform full (cold), incremental, and hot backups.

3.6.3.5 IT Infrastructure, Standards, and Management

Requirement
1. System supports a choice of input/output media including tape and optical media.
2. System supports TCP/IP and subsequent standards as approved by IEEE and the State standard for networks using TCP/IP (http://www.wa.gov/dis/portfolio/isbitsta.htm).
3. System operates in an n-tier environment.
4. System provides ability to operate on a platform which provides extensibility, redundancy, scalability, reliability, and connectivity.
System provides utilities including, but not limited to, the functions listed below:
5. Source code and version control.
6. Back up and recovery.
7. Data archiving.
8. Sorting.
9. Job Scheduling.
10. Performance monitoring.
11. Application.
12. Database.
13. System provides the ability for remote monitoring and administration of all applications.
14. System provides error detection event triggers to forward user defined alerts to workstations, pagers, phones, and e-mail.
System provides the following types of reports:
15. CPU Availability
16. Database exception and error reports
17. User-defined batch cycle progress report

Describe in detail your recommended processing environment for each item below.

18. Application servers/operating systems
19. Database servers/operating systems/database product

20. Web servers/operating systems/tools
21. Storage networks
22. Tape libraries
23. Monitoring tools and software
24. Network
25. Change Management
26. Problem resolution/debugging
27. Describe in detail your proposed training/knowledge transfer program for Washington State applications support, business support, and technical support teams.
28. Describe in detail the proposed n-tier environment. If the solution cannot operate in an n-tier environment, describe in detail the proposed alternative solutions noting that your recommend solution does not operate in an n tier environment.
29. Describe in detail all environmental requirements for your proposed hardware solution.
30. Describe in detail all infrastructure/network requirements for your proposed technical solution.

3.6.3.6 Application Architecture

Requirement
1. System allows users to perform on-line transaction processing during batch processing.
2. System accommodates background jobs with online updates.
3. System edits all transactions for errors and provides immediate user feedback, including error messages and possible corrective actions.
4. System provides for batch edits of interface transactions.
5. System provides support for inter-process communication including, but not limited to, the following: <ul style="list-style-type: none"> • Attachment of standard object types in an object library • Cut and paste capability from data fields and screens to other applications
6. System provides an internal real-time message routing capability for broadcasting information to all or a selected portion of users.
7. System provides for workflow management and approval hierarchies.
8. System provides both online and batch entry of data.
9. System provides open application access to workflow routing rules database and 'routing engine' to external applications so that the State can maintain a single instance of workflow routing profiles and rules.
10. System allows for mass changes or deletions to be accomplished without record-by-record input.
System provides an audit trail for changes including customer defined audit trails that will be included in new releases. Validate that enhancements will be included in new releases for each of the following:
11. Applications
12. Operating System

Requirement
13. User Access
14. Database Modifications
15. Any client application operates in an architecture that supports equipment and applications running on Microsoft operating systems (<i>e.g.</i> , Windows 95, 98, NT, Windows 2000 or XP).
16. System provides for user defined / program coded exits to common code which can be included in standard upgrades.
System provides user-defined:
17. Exits
18. Tables
19. Fields
20. Screens
21. Reports
22. Forms
23. Menus
24. Business rules and workflows
25. System provides a comprehensive and context sensitive system help function that users can maintain, customize, and change.
26. Describe in detail what transaction edit functionality is performed at client workstation and/or server.
27. Describe in detail how user defined help modifications and code can be integrated or incorporated into future help system upgrades and in future on-line documentation without need to re-create or re-enter custom material.

3.6.3.7 Configuration Management and Version Control

Requirement
1. System provides a well defined change management process.
2. System provides a clearly defined promote to production process which enforces a strictly defined methodology for movement from development to test/QA and production, including tools and methods provided, and has the capability / ability to 'roll back' to previous version.
3. System provides an audit trail for tracking changes.
4. System provides security for changing source code and registering approved source code changes with your support center.
5. Describe in detail the list of tools provided to manage the change and version control process.
6. Describe the frequency of upgrades or patches over the past one year and two year periods.

7. Describe how many versions of your software are currently supported.
8. When did the last version become unsupported.
9. Describe your policy on assistance on back-level versions of your software?

3.6.3.8 Security and System Administration

The State's information systems security standards are available at <http://www.wa.gov/dis/portfolio/itsecuritystandards.htm>.

Requirement
1. System provides the ability to customize an entry screen based upon the security profile (role) of the user.
2. System provides the ability to allow, disallow, or limit access or permissions to the following based on the user's level of security as established by their User Id or other authentication method. Access and permissions must be controllable to the individual, workstation, IP address, or to the role of the individual within the workgroup, organization, or department.
3. Operating System
4. Application
5. Role
6. Module
7. Field
8. Approval Levels
9. Transaction
10. Table
11. System provides the ability to create and assign User Id's and passwords which are consistent with the State standard and includes hardened password definition /protection.
12. System provides expiration dates for passwords which is consistent with the State standard. Provide a 'forget password' reset process.
13. System provides a user the ability to change password which is consistent with the State standard.
14. System provides a single sign-on to all your package's application modules.
15. System provides periodic forced password change based upon customer security standards.
16. System provides the ability to apply role-based authorization and security for personnel information throughout the system.
17. System provides lock-out/revocation capability after a series of unsuccessful sign-on attempts by the user.
18. System provides reports on user access, usage, and audit trails.
19. System provides a system of security set up for the system/security administrator.
20. System provides a distributed security administration process.

Requirement	
21.	System provides a clear methodology of roles separation of duties (SOD).
22.	System provides for authentication of users via directory services.
23.	System provides ability to modify security profiles online with immediate affectivity.
24.	System provides ability to disconnect a user.
25.	System provides ability to time out or suspends a user after a pre-determined period of non-activity at the workstation. Time out threshold variable.
26.	System encrypts all data across non-secured network paths (such as database to application, application to client).
27.	Access to the application must be available through any of the security gateways in the State shared security layer.
28.	Describe in detail how your technical proposal is compliant with HIPAA confidentiality requirements.
29.	For access to the HRMS application from the public Internet space, describe in detail how your technical proposal is compliant with the State's FORTRESS (reverse proxy) standards: <ul style="list-style-type: none"> • Web applications behind the proxy servers must not use Windows password authentication protocols. • Web applications and documents must not send URLs (web links) to client browsers containing the server name or absolute directory references for any servers inside the firewall. • Cookies with path information may cause problems due to conflicts with the Secure Server mappings. • If multiple applications reside on the same web server, separate directories must be used for the applications and a virtual server must be created to identify each application to the proxy server. • The application must insure that a path to the application is open through any firewalls the proxy traffic needs to cross.

3.6.3.9 Reporting

The HRMS acquisition presents an opportunity for providers of central financial and administrative systems—DOP, OFM, GA, HCA, DRS, and DIS—as well as line agencies to work together toward a common reporting tool direction. The business objectives for this tool include:

- Simplify the end user's experience by providing a single set of report tools.
- Leverage the State's investments in software licenses, training for end users and developers, and technical expertise.
- Promote integration and interoperability among Financial and Administrative systems and data warehouses.
- Reduce the complexity of accessing data from multiple sources within and across agencies.

The requirements in this section apply to **both** standard transaction reports from the core HRMS application and to analytic reports that might be provided from a data warehouse environment. In your response, note any exceptions to this; otherwise, it will be assumed that all responses apply both to the core HRMS and to a Data Warehouse system.

Requirement
System provides end user self-service reporting through:
1. Standard operational and management reports (“canned reports”)
2. Standard operational and management reports (scheduled and on-demand)
3. Ad hoc reports (customizable reports in standard format)
4. Queries
System provides for the distribution of reports by:
5. Local or remote printing
6. Web browser
7. Download to Excel or Word
8. E-mail notification
9. System provides for and supports a variety of formats including graphical and ‘dashboard’ style.
10. System provides for and supports reporting by exception.
11. System provides for and supports viewing of reports online.
12. System provides for and supports the ability to create standard reports and utilize a report writer.
13. System provides for and supports end user report writer capability of tabular and graphic reporting from multiple databases or tables.
14. System provides for and supports a reporting facility that allows user defined distribution to various locations of selected reports, storage of reports, and subsequent retrieval (or re-creation from unaltered data sources) for historical reference.
15. System provides for and supports the creation of user defined formats for various system-generated reports.
16. System provides for and supports administrator-defined limits on the time and resources a report or query takes to execute (CPU time, records, etc.).
System provides for and supports ad hoc tool(s) that provide the reporting capability of report products such as:
17. Crystal Reports
18. Cognos
19. Business Objects
20. Brio Query
21. Other
22. System provides for and supports the ability to create graphic organizational charts from the reporting tool.

Requirement	
23.	System provides for and supports report output to be routed to Microsoft Office Suite products such as Excel, Word, and Access.
24.	System provides for and supports report output to be created as an ASCII file.
25.	System provides for and supports fit-to-screen print preview capability with zoom in/out.
26.	System provides for and supports report output to be created in other presentation formats such as PDF.
27.	Describe in detail your reporting standard, ad-hoc, and custom report strategy and the use of data warehouses in that strategy.
28.	Describe in detail all vendor and third party reporting utilities and tools supplied with the application and identify the specific purpose (type of reports) for which each tool is used most frequently.
29.	Describe printing hardware required and/or supported for both a central and distributed printing capability and requirement.
30.	Describe in detail your strategy and best practices for support of a central and distributed printing capability.
31.	Describe how the reporting tools may be used to satisfy the needs of: <ul style="list-style-type: none"> • Executives and Managers • Business Analysts (power users) and staff supporting Accounting, Budgeting, Management, Program and Project Monitoring, Human Resource Management, Forecasting, Audits, and Labor Relations. • Report / Query Developers • Casual end users

3.6.3.10 Data Warehouse

As noted in Section 3.5.15, Data Warehousing and Analytics, DOP expects to replace an existing internally-developed Data Warehouse with a packaged solution that is integrated with the transactional data contained in the core HRMS.

Requirement	
1.	System provides a data warehouse solution that provides for searching , reporting, and analysis.
2.	Data warehouse accommodates data loaded from external databases and systems other than those transaction systems provided by the Vendor.
3.	Data warehouse and reporting and analytical tools operate within a web browser environment with full functionality (<i>i.e.</i> , meets all requirements identified here).
4.	Data warehouse has the ability to initialize a query to a relational database.
5.	Data warehouse has the ability to save the hypercube to a local disk or server and work disconnected from the server.
6.	Data warehouse permits multipass queries.
7.	Data warehouse provides ability to calculate attributes on the fly.

Requirement
8. Data warehouse provides for the dimensions to roll-up automatically.
9. Data warehouse provides formulas for calculating attributes that are financial functions.
10. Data warehouse provides ability to write changes back to the data.
11. Data warehouse and reporting and analytical tools provides ability to filter information based on user-defined criteria.
12. Data warehouse and reporting and analytical tools provides ability to incorporate multiple query results into the same document.
13. Data warehouse and reporting and analytical tools provides query multiple databases in the same query.
14. Data warehouse and reporting and analytical tools supports drill-down and drill-up functionality from within the browser.
15. Data warehouse and reporting and analytical tools provides ability to create reports with cross tabs and OLE objects.
16. Describe how the Data Warehouse is “pre-integrated” with the related transaction system.
17. Describe the Data Warehouse tools used for data extraction, transformation, and loading (ETL). Include specific information about any third-party ETL tools included as part of the solution.
18. Discuss strategies or approaches for converting historical data contained in the existing Human Resources Data Warehouse into your solution. Identify potential issues with this data conversion and how you have overcome these issues.

3.6.3.11 Batch Processing

Requirement
1. System provides for and supports ability to control priority of batch jobs based upon multiple user-defined criteria.
2. System provides for and supports ability to control batch job execution by time of day.
3. System provides for and supports ability to sequence multiple jobs with multiple dependencies on jobs, files, exceptions, etc.
4. System provides for and supports user defined run-to-run control warrant/checks.
5. System provides for and supports automated, internal, integrated system checkpoints that monitor system accuracy and completeness before proceeding to the next step or application batch process

3.6.3.12 Graphical User Interface

Requirement
1. System provides for and supports a standard Graphical User Interface (GUI) throughout the application.

Requirement
System provides for and supports a consistent GUI across all components and provides a common look and feel across all modules, including:
2. Consistent function keys.
3. Screen naming functions.
4. Navigation patterns.
5. Menus (as defined by security profile).
6. Stores and saves user profile preferences.
7. Font.
8. Colors.
9. Column and field location.
10. Since the State prefers to deploy the application as a 'thin client' with little or no desktop presence, describe in detail your deployment strategy including how you manage the distribution and update of 'fat client' configurations.
Describe whether and how your proposed technical solution uses:
11. Proprietary client software
12. HTML with standard browser
13. Java-based GUI
14. Active X based GUI
15. DHTML
16. HTML
17. XML
18. ASP
19. .NET
20. Browser 'plug-ins'
21. In the case of a proprietary GUI, do you provide software to assist in maintaining the client workstation or do you have a methodology for maintaining the software on end user workstations. Is yours a "pull" or "push" technology?
22. Describe in detail which web browsers (including version and/or release information) your application supports and any known incompatibilities as well as identify preferred or recommended browsers and versions.
23. Describe in detail all communication settings / desktop configuration settings that are applicable and required with each browser and browser version identified above.
24. Describe in detail the desktop environment (minimum and recommended, if different) required to support the various GUI alternatives.
25. Describe in detail any additional software or browser "plug-ins" that are recommended or must be installed on the desktop in order to use all system functions at the desktop.

3.6.3.13 Data Entry

Requirement	
1.	System provides for and supports standard Microsoft Windows keyboard shortcuts for common functions such as copy and paste.
2.	System provides for and supports paperless system and workflow technology (multiple levels) for user entry with electronic approval levels and full editing.
3.	System provides for and supports single entry to update all affected tables and indices.
System provides for and supports ability to accept input from a variety of devices such as:	
4.	Keyboard
5.	Mouse
6.	Touch Screen
7.	Scanner
8.	PDA
9.	Batch file (tape, FTP, etc.)

3.6.3.14 Americans with Disabilities Act Compliance

The entire proposed application and technical infrastructure must comply with the requirements of the Americans with Disability Act (ADA). These requirements are specified below, and the sole question is to describe how the application and infrastructure comply with the ADA requirements.

1. System provides for and supports attaching assistive technologies.
2. System provides for and supports user alerts if processes are about to time-out. Users are given an opportunity to answer a prompt asking whether additional time is needed.
3. System provides for and supports technology products that utilize touch screens, or contact-sensitive controls which provide an input method that complies with: (Note: a separate response is required for each bullet item below.)
 - Controls and keys are tactilely discernable without activating the controls or keys.
 - Controls and keys are operable with one hand and do not require tight grasping, pinching, or twisting of the wrist. The force required to activate controls and keys does not exceed 5 lbs. (22.2 N) maximum.
 - If key repeat is supported, the delay before repeat is adjustable to at least 2 seconds.
 - The status of all locking or toggle controls or keys are visually discernable, and discernible either through touch or sound.
4. System provides for and supports technology products that provide auditory output, where the audio signal is provided at a standard signal level through an industry standard connector that will allow for private listening.
5. System provides for and supports technology products that deliver output in a public area, where incremental volume control is provided with output amplification up to a level of at least 65 dB.

6. System provides for and supports technology where color coding is not used as the only means of conveying information, indicating an action, prompting a response, or distinguishing a visual element.
7. System provides for and supports technology that has a range of color selections capable of producing a variety of contrast levels provided for user-defined interfaces.
8. System provides for and supports technology so that the application(s) does not cause the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.
9. System provides for and supports technology that allows recognition of functions which are executable from a keyboard or the result of performing a function that can be discerned textually.
10. System provides for and supports features of other products that are identified as accessibility features, where those features are developed and documented according to industry standards:
 - Application provides sufficient information about a user interface including the identity, operation, and state of the element to assistive technology.
 - Application provides sufficient information when an image represents a program element, the information conveyed by the image is also available in text.
 - Application provides sufficient information when images are used to identify controls, status indicators, or other programmatic elements, the meaning assigned to those images are consistent throughout the application.
 - Application provides sufficient information when animation is displayed such that the information can be displayed in at least one non-animated presentation mode at the option of the user.
 - Application provides sufficient information when electronic forms are used such that the form(s) allow users using assistive technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.
11. System provides for and supports technology where the application does not disrupt or disable activated features of other products that are identified as accessibility features, where those features are developed and documented according to industry standards: (Note: a separate response is required for each bullet item below.)
 - Application does not disrupt or disable activated features of any operating system that is identified as an accessibility feature where the application programming interface for the accessibility feature has been documented by the manufacturer of the operating system and is available to the product developer.
 - Application does not disrupt or disable activated features of the focus (highlighted target) as it is programmatically exposed so that assistive technology can track focus and focus changes.
 - Application does not override user selected contrast and color selections and other individual display attributes.
1. Describe how the application and technical infrastructure complies with these requirements, and note any requirements that cannot be met.

3.6.3.15 Product Compatibility

Requirement
System is compatible with popular companion products, including: (Note: a separate response is required for each bullet item below.)
1. Veritas
2. Crystal Reports
3. Scheduling Products such as Control-D
4. Output Management Products such as Tivoli Output Manager or Dazel
5. Microsoft Office Professional Suite
6. Computer Associates System Management Suite
7. Interface to other mail system (MAPI, POP3)
8. Compatibility with a wide range of printers and print servers
9. Compatibility with mainframe (z/OS) system management software
10. Brio Query

3.6.3.16 Interfaces

Requirement
11. System provides for and supports TAPI interfaces.
12. System provides for and support standard data type interfaces with message brokering products such as: <ul style="list-style-type: none">• CrossWorlds• MQSeries• SOAP

3.7 Service Requirements

The Services criterion evaluates the ability of the Vendor to deliver the solutions to the State within the required time frame and with suitable management, and mitigation of risk.

This section of the RFP presents questions related to the organization, management and performance of the implementation services for a comprehensive human resource management system for the State of Washington. The Proposal should describe in detail the project approach, organization and staffing, management and control, adoption and knowledge transfer approach, and technical approach. There is no intent to limit the content of the responses. The State of Washington welcomes the inclusion of any additional information Vendors deem pertinent to the RFP; however, Vendors must use the following format and numbered section headings in the order listed below.

3.7.1 Project Approach

This section is designed to solicit detailed information on the overall approach that will be required to implement the HRMS solution. The Vendor should include a narrative description of the tasks and subtasks required to execute the project lifecycle throughout each phase or module of the implementation.

1. *Project Management Vision, Goals and Objectives* – describe your overall vision (package of methodologies, philosophies, activities, and tools) for this project. Also include a brief description of your goals and objectives as you manage this complex implementation.
2. *Release Approach* – provide a detailed description of the proposed approach to segmenting the implementation of system functionality. This Approach may match the model developed by the State as part of the Feasibility Study that is described in Section 1.3, Project Timeline, or an alternative approach. Describe the rationale for any alternative approach.
3. *Implementation Methodology* – describe your package HRMS implementation methodology, identifying major phases and threads of work. Include in this description an explanation of how all of the elements of package implementation—business process design, package configuration, fit/gap analysis, design and build of enhancements (modifications, reports, interfaces), data conversion, testing, training, deployment—are integrated through the methodology. Provide illustrations, diagrams, or other descriptive material that would be useful in understanding your proposed approach.
4. *Work Breakdown Structure (WBS)* – provide a detailed narrative of your overall implementation work plan using a Work Breakdown Structure or similar organizational structure. For each Phase and Task, the narrative should include:
 - Description of Phase/Task
 - Activities (sub-tasks, work steps)
 - Work Products (not the same as “Deliverables,” see item 8 below)
 - Implementation Service Provider Roles and Responsibilities, including type of resources expected to execute task. (Identify Prime Contractor vs. Subcontractor roles and responsibilities).
 - State of Washington Roles and Responsibilities, including type of resources expected to participate in the task

Note: to give a sense of the expected level of detail, there should be approximately 50 – 125 “tasks” per Release. It is not necessary to provide a narrative form of a Work Plan or WBS that is significantly more detailed than this.

It is also expected that there will be Tasks that are performed multiple times based on a logical segmentation of package functionality. It is not necessary to describe each instance of these Tasks. (E.g., “Configure Human Resources Business Rules” and “Configure Payroll Business Rules” could be two instances of the same task, “Configure Business Rules.” It is only necessary to describe the task “Configure Business Rules.”)

5. *Work Plan and Schedule* – provide a detailed Work Plan, including estimated project schedule, broken down to the Activity (sub-task, work step) level. Include work products, critical events, schedule including planned start and finish dates and expected duration, and task dependencies. This may be provided in a Microsoft Project project plan (.mpp file) or as a Microsoft Excel workbook.

Note: the Work Plan should identify each separate instance of Task that is performed multiple times (e.g., the Work Plan would show both “Configure Human Resources Business Rules” and “Configure Payroll Business Rules.”)

6. *Goals, Assumptions and Constraints* – describe your understanding of the State of Washington’s Services needs. Identify all Assumptions you make related to the implementation and any Constraints applicable.

7. *Gantt Chart* – provide a visual display of the project timeline, at least to the Release and Phase level, and preferably to the Task level.
8. *Deliverables List and Pay Points* – payment for services will be based on the Acceptance of specified Deliverables, which will be listed in the contract for implementation services. Provide a list of all Deliverables for which vendor will expect payment. Include a very brief description of the Deliverable, a task reference, and an expected date of completion. The Deliverables List must be provided in the appropriate section(s) of the Cost Matrix (Section 3.9, Cost Requirements).

Note: the Cost Proposal for Services requires specification of all implementation service costs using the Deliverables to be defined here.

3.7.2 Project Organization and Staffing Approach

This section is designed to solicit detailed information on how the Vendor will organize and staff the implementation of this project. The State of Washington values and encourages full integration of the Services team into the State of Washington team. Also, it seeks an organizational structure that facilitates knowledge sharing while focusing on complete inclusion of State personnel in an integral manner in planning, coordination, and accomplishments of each task.

1. *Senior Leadership* – DOP and the State expect the Prime Contractor will designate a senior-level individual who will be responsible and accountable for the success of the project. DOP expects this individual will be assigned to the Project full-time and will be available in Olympia substantially full time for the duration of the project. In addition to overall direction of the entire engagement, this individual will represent the implementation services team with a variety of stakeholders such as the Information Services Board (ISB), the Legislature, and agency executives. Identify the person you propose to designate and describe how this individual's experience qualifies him or her to fill this role. Identify any incentive compensation or other performance incentives that will ensure the accountability of this individual for the success of the project.
2. *Proposed Organization* – describe your proposed project structure for the overall project, as well as each phase. Provide Organization Charts showing only vendor personnel and also showing the full team inclusive of State of Washington personnel.
3. *Project Leadership Team* – identify the leadership structure and the administrative reporting structure for all vendor and State of Washington personnel. Include which personnel are accountable for the performance of staff members.
4. *Project Team by Phase and Role* - identify members of the project team by phase and include their role and responsibilities and expected (planned) hours or FTE.
5. *Key Staff* – indicate project team members that are to be designated “Key Staff.” Key Staff shall not be replaced during the project without the prior written consent of the Department of Personnel, which will not be unreasonably withheld.
6. *Qualifications and Experience Matrix* – include a comprehensive matrix that details the qualifications and experience of each member of the Services team. In this Matrix, identify any of the engagements used to demonstrate the Mandatory and Desired Qualifications.
7. *Subcontractors* – include a detailed description of all subcontractors that will be utilized for this implementation. Identify specific roles and responsibilities by phase and by activity.
8. *Management of Subcontractors* – explain how the proposed Prime Contractor will direct the services of all subcontractors, and detail the prior working relationship between the proposed Prime Contractor and all subcontractors.

9. *Backup Personnel Plan* – detail your Backup Personnel Plan should key or primary personnel become unavailable to perform their primary duties.
10. *Resumes* – provide current resumes for principal members of the Services team. Include resumes for all subcontractors as well. It is required that the same format be used for all resumes. Each resume should include:
 - At least two references for comparable projects and project roles, and include the time period of the assignment
 - Length of employment
 - Years of total experience with the proposed software package and number of implementation projects (if not clear from the resume)

“Principal members” of the team are any individuals in a managerial or lead role.

11. *State of Washington Staffing* – provide a detailed description of your suggestions for the composition of the State of Washington project team. Include roles, level or position within the State, desired functional or technical experience, and number of resources (full-time equivalent). This suggested staffing should be compared to the proposed model presented in Section 1.5.1, Project Staffing, but should not include the proposed staffing necessary to operate the technical infrastructure (Section 3.6.2, IT Staffing and Skills).

3.7.3 Project Risk Management and Control

One of the most important aspects of a successful project implementation is project risk management and control. The utilization of effective tools and techniques to manage risk will provide insight into what the project team is and is not achieving. This section is designed to detail your overall vision, roles and responsibilities, and your overall risk mitigation process.

1. *Project Manager Roles and Responsibility* – detail your viewpoint as to the role and responsibility of the project manager. Describe how this person will be utilized and to whom he or she will be accountable. Explain your view of the difference, if any, in the roles and responsibilities of the DOP Project Manager and your project manager.
2. *Risk Management and Mitigation Plan* – describe your overall approach, inclusive of tools, to manage project risk. Ensure that the following components are highlighted:
 - Quality Assurance Plan – Highlight your quality assurance process. Also, detail who is responsible for quality assurance, how they are held accountable, and how you propose to interact with the State’s Quality Assurance contractor.
 - Change Control Process – Articulate your change control process and how it is integrated into the overall risk mitigation framework.
 - Integration of Personnel and Subcontractors – Detail how you will effectively integrate your resources into the State of Washington team to lower project risk.
 - Issue Resolution Approach – Detail how you will resolve issues that will arise throughout the implementation. Also, highlight any tools or templates that you will recommend to manage this process.
3. *Project Management Tools* – detail the tools that will be made accessible to the entire team to enhance communication, manage workflow, resolve issues, and lower risk.
4. *Scope Management* – throughout the life of the project, decisions will be made concerning the system configuration, scope of the initial implementation, and the type and extent of enhancements to be made to the package. Describe your process for managing requests for changes to previously

decided configurations and scope. Discuss such issues as obtaining sign-off of deliverables, change orders, and management processes you recommend or propose to utilize to manage scope.

5. Explain how you propose to manage the risk that the project will be unable to implement sufficient functionality to support the key requirements of Civil Service Reform and Collective Bargaining by January 1, 2005.

3.7.4 Business Process Reengineering

The State anticipates that it will design future business processes to conform to the functionality and processes contained within the software package. Address the following questions concerning experience with, and approach to, business process change.

1. *Approach* – describe your approach to developing “To Be” business processes. Identify any tools, techniques, or methodologies you would employ in developing future processes.
2. What are the major issues you have found in developing new business processes in conjunction with package implementation?
3. Describe how you will manage the design of future business processes and the configuration of the package concurrent with the definition of Civil Service Reform, Collective Bargaining, and Competitive Contracting business requirements. Identify risks you see resulting from the overlap of these projects and describe your strategies for mitigating this risk.

3.7.5 Change Management and Adoption Approach

An effective change management plan is deemed to be critical for a successful implementation. Since the State of Washington has never utilized a comprehensive HRMS platform before, many employees will be exposed to an environment which is dramatically different from the manual or labor intensive processes that have been in place for years. This section is designed for you to detail your overall change management approach and highlight the recommended tools and processes to increase the overall end user satisfaction and rapid adoption of the new HRMS platform.

1. *Organizational Sponsorship, Readiness and Transition* – describe how you will impact organizational commitment and readiness to adopt a new HRMS. Please include any examples of successful approaches used in the past.
2. *Communication and Marketing Plan* – detail your approach to effectively communicating and marketing the HRMS to the State employees. Also describe past examples of similar environments where your approach has been successful.
3. *Coordination with Program Management* – the State is forming a Program Office that will manage the implementation of all aspects of the Personnel Reform Act: Civil Service Reform, Collective Bargaining, Competitive Contracting, and HRMS Implementation. It is likely that this Program Office will include some Change Management responsibilities and functions. Discuss how you would suggest dividing responsibility for change management between the implementation project and the Personnel Reform program, if at all. How would you propose to coordinate the various change management needs of the individual projects and the overall program? Describe examples of change management approaches you have used in implementation projects that are part of a larger organizational change initiative or program.

3.7.6 Training and Knowledge Transfer

This section is designed to solicit your approach to managing the training of the State staff in the configuration, operation, maintenance, support, and continuous improvement of the HRMS. It is not the

intent to describe how you will train the employees on how to perform their jobs, rather to articulate how State employees will benefit from a grounded understanding of the HRMS functionality within the context of their roles and jobs.

The State assumes a “train-the-trainer” approach, but other than that makes no assumptions about the approach to delivery of end user training.

1. *Training Plan and Approach* – include your detailed methodology and approach, scheduling, staffing, and description of training documentation. Document all assumptions made in developing your Plan and Approach.
2. *Material and Documentation* – describe what types of materials will be proposed to support the knowledge transfer process. These materials can include—but are not limited to—user guides, technical manuals, CBT, and various forms of training curricula.
3. *Delivery Models and Approach* – describe your recommendation for how to most effectively deliver comprehensive training for the required State audiences.

Note that training should be separated out as deliverables in the Cost Matrix (Section 3.9, Cost Requirements).

3.7.7 Testing Approach

This section identifies your approach to complete and thorough testing of the application system. You are responsible for developing detailed test plans and developing a comprehensive testing approach. Typical types of testing to be conducted include:

- System Test
 - Integration Test
 - Stress Test
 - User Acceptance Test
1. *Test Methodology* – present an overview of your complete testing methodology. Include complete definitions for each type of test you typically conduct to facilitate understanding.
 2. *Industry Standards* – identify and describe any industry standards to which your methodology conforms.
 3. *Responsibilities* – identify the proposed assignment of responsibilities between the State project team members and your team.
 4. *Cooperation with the Software Publisher* – describe your typical approach to resolving testing discrepancies believed to result from bugs in the software. Describe how your project team and approach will ensure successful resolution of all discrepancies whether the result of a software issue or bug or from some other cause.
 5. *Tools* – describe any software or other tools you utilize to facilitate testing. Identify any costs to the State that may be associated with the use of such tools.

3.7.8 Post Implementation Support

1. Describe your recommended approach to providing post-implementation support, including such elements as the number of team members you propose to provide, their roles and responsibilities, the duration of their assignment following implementation, and how you would expect to transition from the Project Team providing application support to the ultimate production support structures.

2. Discuss how you propose to operate the system following implementation of Phase I while continuing the implementation of the additional functionality of Phase II.

3.7.9 Technical Services

3.7.9.1 Technical Infrastructure Support

As part of the Cost Matrix (Section 3.9, Cost Requirements), Vendors should include a separate cost for providing all services related to support of the technical infrastructure during the project. This includes server, database, and system administration for all application instances and environment except Production.

1. Describe in detail the services you propose to provide to support the technical infrastructure during the project. These services are optional, and your pricing may be based on time and materials or some other cost method other than a fixed price per deliverable.

3.7.9.2 Modifications Approach and Requirements

Although DOP intends to implement the package system as vanilla as possible, it is likely that some degree of customization or modification will be required. **If this Proposal indicates a “Critical” Functional Requirement is not fully met by the package, then the proposal should assume some sort of modification is required.**

1. Describe in detail any and all modifications believed necessary to conform the package to the State of Washington “Critical” business requirements.

Note: failure to identify a modification here will not be construed as a limitation on the Scope of Services. The scope of modifications expected by DOP is whatever is necessary to meet the “Critical” business requirements

2. Provide a definition of what does, and does not, constitute a “modification” to the package (versus “configuration”). The intent of this is to provide a definition of the type of package change that would be considered outside the scope of services and the possible subject of a change order if identified during the implementation project.
3. How do you recommend designing modifications that will facilitate later upgrades of the proposed software package?
4. Describe the type of testing and validation that will be performed by your development team prior to hand off to the State for acceptance testing.

3.7.9.3 Interface Approach and Requirements

DOP has not developed detailed specifications for the required interfaces. The Vendor is expected to conduct a scoping exercise at the outset of the project to define detailed interface requirements and develop an interface approach or strategy. After the scoping exercise is complete, Vendor and the State will determine which interfaces are to be developed as part of the implementation project, and the Vendor will be required to commit to a fixed cost for delivery of each of these interfaces as an amendment to the contract.

Appendix F, Current Technical Architecture, of the Feasibility Study provides an overview of the current mainframe personnel and payroll application. The subsystem profiles include a description of the key functionality of each subsystem and include integration points as well as the data files, end users, and reports.

There are approximately 40 interfaces that satisfy statutory requirements, such as tax filing, and major process requirements, such as integration with HCA and DRS. Section 4.3, Required Interfaces, provides details of these interfaces.

In addition, there are a large number of interfaces to State agencies. Many of these appear to support agency Human Resource systems, principally in support of training and leave management. Others provide pay and other data to agency administrative systems. It is unclear the extent to which these agency-specific systems will be maintained following implementation of the HRMS.

There are also two interfaces expected to support several training-related functions.

- Class Track is an internally-developed SQL application that provides automated input forms and produces all classroom training information currently required to prepare all DOP classes for on-line registration. This system provides document management functionality in the development of personal services contracts with instructors. Information from Class Track is to be interfaced into the learning management or training administration system to prepare a class for registration. This includes contractor/instructor information, facility and classroom information, class titles, date, time, location, cancel dates for participant and contractor, participant fees, instructor costs, opening registration dates, eligibility, etc.
 - E-Learning Network is a learning management system provided by an application service provider. It hosts the content delivered for training. In the current environment, there is an interface to the DOP Data Warehouse to validate employee data. A second interface uses an XML process to pull course completion information from the system and then upload that to the mainframe system to create employee training records. It is expected that some similar interface would be required to maintain employee training information in the HRMS.
1. Describe your overall approach to scoping, defining requirements and designing the interfaces
 2. Here, and as part of the Cost Matrix (Section 3.9, Cost Requirements), provide the fixed-fee cost for the Interface Scoping task.
 3. Provide an estimate of the cost for interface development, assuming that all existing interfaces are replaced. As part of this estimate, detail all assumptions used such as number of interfaces, number of interfaces by complexity, expected hours required for design, build, and testing by level of complexity, and cost rates used.
 4. Describe the type of testing and validation that will be performed by your development team prior to hand off to the State for acceptance testing.

3.7.9.4 Reporting Approach and Requirements

DOP has not developed detailed specifications for the required reports. The Vendor is expected to conduct a scoping exercise at the outset of the project to define detailed reporting requirements and develop a report approach or strategy. After the scoping exercise is complete, Vendor and the State will determine which reports are to be developed as part of the implementation project, and the Vendor will be required to commit to a fixed cost for delivery of each of these reports as an amendment to the contract.

Appendix F, Current Technical Architecture, of the Feasibility Study provides an overview of the current mainframe personnel and payroll application. The subsystem profiles include a description of the key functionality of each subsystem and include very high-level information about current reports as well as information about integration points, data files, and end users.

1. Describe your overall approach to scoping, defining requirements and designing the reports.
2. Here, and as part of the Cost Matrix (Section 3.9, Cost Requirements), provide the fixed-fee cost for the Report Scoping task.

3. Provide an estimate of the cost for report development. Document all assumptions, including the number of reports expected to be developed and number of delivered reports expected to be modified. As part of this estimate, detail all assumptions used such as number of reports, number of reports by complexity, expected hours required for design, build, and testing by level of complexity, and cost rates used.
4. Describe the type of testing and validation that will be performed by your development team prior to hand off to the State for acceptance testing.

3.7.9.5 Conversion Approach and Requirements

DOP has not developed detailed specifications for the data conversion processes. The Vendor is expected to conduct a scoping exercise at the outset of the project to define detailed conversion requirements and develop a conversion approach or strategy. After the scoping exercise is complete, Vendor and the State will determine which conversion processes are to be developed as part of the implementation project, and the Vendor will be required to commit to a fixed cost for delivery of the data conversion as an amendment to the contract.

Appendix F, Current Technical Architecture, of the Feasibility Study provides an overview of the current mainframe personnel and payroll application. The subsystem profiles include a description of the key functionality of each subsystem and include very high-level information about the data files used by each subsystem as well information about integration points, reports, and end users.

1. Describe your overall approach to scoping, defining requirements and designing the conversion processes.
2. Here, and as part of the Cost Matrix (Section 3.9, Cost Requirements), provide the fixed-fee cost for the Conversion Scoping task.
3. Provide an estimate of the cost for conversion process development. Document all assumptions, including the number of conversion processes expected to be developed. As part of this estimate, detail all assumptions used such as number of conversion processes, number of conversion processes by complexity, expected hours required for design, build, and testing by level of complexity, and cost rates used.
4. Describe the type of testing and validation that will be performed by your development team prior to hand off to the State for acceptance testing.
5. Specify any assumptions about the condition of the data to be converted, the data format, and the extent of reliance on the State to validate the converted data.

3.7.10 Travel and Expenses Approach

Vendors should include a description of the recommended approach to on-site travel and related expenses. It is expected that the recommended approach will be incorporated into the proposed work plan and included in the Expenses section of the Cost Matrix (Section 3.9, Cost Requirements).

3.8 Vendor Vision and Viability

The Vendor Viability and Vision criteria assess the suitability of the entire Proposal Team for a long-term strategic relationship with the State. The focal point of this analysis is the publisher of the core HRMS application, but other software and service providers will also be evaluated. Within this criterion, the areas of evaluation include:

- **Viability** – license fees/growth, market position, profitability, working capital

- **Company vision** – sales/channel strategy, commitment to the public sector market, breadth of product capabilities, including financial and procurement modules that support public sector business requirements
- **Product perspective** – next planned release, as well as the vision for three to five years out in terms of product direction
- **Service and support vision** – planned initiatives and innovations in improving value delivery to customers, lowering TCO, and improving customer satisfaction
- **Technology vision** – directions for tools, platforms, architecture, and user interface

There is no intent to limit the content of the responses. The State of Washington welcomes the inclusion of any additional information vendors deem pertinent to the RFP. However, it is required that the following format and numbered section headings be used in the order listed below.

3.8.1 Company Information

Provide the requested information *for each company involved in the Proposal Team*.

1. State the business name, address, principal place of business, telephone number, and fax number of the legal entity or individual with which the contract would be written. Indicate the location of the facility from which you will operate if awarded the contract for this RFP.
2. Specify the legal status of the Company (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business, as the entity now substantially exists.
3. Provide the names, addresses, and telephone numbers of principal officers (President, Vice President, Treasurer, Chairperson of the Board of Directors, etc.).
4. Give a brief history of your Company's involvement in the software publishing or consulting / system implementation or integration business, including the year of organization, current ownership, and affiliations. Are ownership changes planned or anticipated at this time?
5. Explain any potential for conflict your Company would have in servicing the Department of Personnel. Conflict may include consulting relationships, etc. What procedure is in place that would mitigate or eliminate potential conflicts of interest?
6. Provide a one-to-three page narrative that describes the company's history and experience in providing the software and/or services proposed, in particular highlighting in large-scale public sector experience

For the publisher of the core HRMS software only:

7. Where are the development and testing facilities located?
8. Where are the customer service facilities located?

For the company or firm that will be the Prime Contractor for the implementation services only:

9. Fully describe the nature of services to be provided by each subcontractor, and explain the reason for the selection of each subcontractor as part of the team.
10. Identify specific processes or contractual requirements used by your company to assure quality service from your subcontractors.
11. Indicate your acceptance of the responsibility for coordinating and controlling all aspects of the Contract and any Subcontractors.

3.8.2 Financial and Operational Viability

Provide the requested information *for each company involved in the Proposal Team*.

1. Provide recent financial statements and the name, address, and telephone number of the fiscally responsible representative of the Vendor's primary financial or banking organization.
2. Provide five (5) company references that can speak to the firm's ability, resources, and performance history.
3. How many years has your company been providing the solution (software, services, or both) you are proposing?

For the publisher of the core HRMS software only:

4. How many years has your company been providing the current release of the solution you are proposing?
5. How many clients do you currently have "live" on this release of the solution/product?
6. Who are your main competitors?
7. What percentage is your market share compared to your competitors for the proposed solution?
8. Describe any pending agreements to merge or sell your company.
9. Has your company filed or been petitioned into bankruptcy or insolvency or has your firm ever made any assignment for the benefit of your creditors? If yes, provide complete details.
10. Has your company been involved in litigation in the last five years or is there any pending litigation arising out of your performance in providing human resource, payroll, or benefit software or services? If so, please describe.
11. Has your company been cited or threatened with citation within the last five years by federal or any state regulators for violations of any federal or state law and impending regulations? If yes, please describe fully.
12. Detail the number of contracts terminated or not renewed over the last five years by reason for termination/non-renewal (*e.g.*, company went out of business, company acquired, company terminated due to service complaints).
13. Provide the names and contact information for the five largest public sector clients in the United States that terminated or did not renew their software license within the past three years.
14. Has your company been debarred, suspended or otherwise lawfully precluded from participating in any public procurement activity with any federal, state, or local government? If yes, identify the name and address of the governmental unit, the effective date of the suspension or debarment, and the duration of the suspension or debarment.

3.8.3 Company Vision

For the core HRMS software publisher's firm or organization only:

1. Provide a list of all public sector (including higher education) clients in the United States to which your company provides a Human Resource/Payroll solution.
2. Provide a statement of your company's strategic commitment to public sector human resource, payroll, and benefit systems and services, and documentation or evidence to support this commitment.

3. Provide a statement of your company's strategic commitment to public sector financial management systems other than HRMS (such as General Ledger, Accounts Payable, etc.), and documentation or evidence to support this commitment.
4. Describe how your HRMS modules and your Financial Management modules are integrated together in public sector environments (Current public sector clients with both Financial Management and HRMS implemented, joint product development strategies, etc.)
5. What is your company's annual budget for software research and development (R&D)? What is it as a percentage of sales? How much of the annual R&D budget is focused specifically on public sector product development? How much specifically on HRMS related products?
6. Explain briefly the organization of your company with emphasis on the division and personnel providing the human resource, payroll, and benefits services within that organizational structure. Within the HRMS focus, please include the approximate number of employees in sales, product development, R&D, and professional services. If possible, break this down further between public sector and private sector focus.
7. Describe any company sponsored user groups for your HRMS products. Especially note any user groups or activities focused on public sector.
8. What has been your company's growth rate for the last five (5) years in sales, profits, and clients? What is your targeted growth rate for the next five (5) years?
9. Describe your strategy for developing partnerships with third party software vendors. Identify current vendor partnerships, and describe the levels of partnership (if applicable).
10. Describe your strategy for developing partnerships with service providers. Identify current "alliance" programs with service providers, and describe requirements for initial and continuing participation in these programs.

3.8.4 Product and Technical Vision

1. List all hardware/operating system platforms on which your system will run. Include version number(s) of operating systems. Describe future plans.
2. Identify the implementation languages(s) and tools used in product development. Describe future strategy.
3. Describe how product(s) are certified to run on new versions of underlying software (RDMS, operating system, application software, etc.).
4. For what database management systems does your application provide support? What is your future strategy?
5. How are potential modifications and enhancements identified and prioritized for inclusion in future releases of the applications?
6. What is your typical release cycle for new versions of a product(s) as demonstrated by recent history?
7. Do custom modifications limit the ability to apply system upgrades?

3.8.5 Financial and Procurement Systems

It is not the intention of this RFP to acquire systems beyond that necessary to support the Human Resource and Payroll requirements; however, the State expects that it will ultimately replace its existing

financial and procurement systems. Consequently, the potential for integration of the Vendor's Human Resources and Payroll application with its financial system is of interest.

Describe your product architecture in the governmental financial and procurement functions, including:

1. Overall functional and data architecture of your systems, describing the data and transaction dependencies between your General Ledger and other modules such as Accounts Payable, Accounts Receivable, Fixed Assets/Asset Management, Inventory, and Project / Grant Accounting and Cost Allocations / Cost Accounting. Provide brief summaries of each major financial system module.
2. Describe the relationship between the Time Reporting and Labor Cost Distribution functions and Project / Grant Accounting and Cost Allocation.
3. Describe your approach to maintaining a flexible and adaptable Chart of Accounts.
4. Discuss the ability of your software to meet governmental accounting requirements.
5. Discuss the ability of your functional modules to be implemented incrementally (*e.g.*, ability to implement Fixed Assets Management without General Ledger or Accounts Payable).

3.9 Cost Requirements

The Information Services Board provides a very detailed cost/benefit model that will be used as the basis for the Cost evaluation. This cost model uses a "Total Cost of Ownership" approach that ensures consideration of cost elements beyond the initial software license. When evaluating cost, the evaluation team will use a ten-year period of evaluation.

1. The State may desire to obtain additional vendor software in the future, including—but not limited to—human resource management system modules not included in this proposal, financial management system, and procurement modules. Indicate the pricing terms under which you would propose the State would be able to obtain additional modules in the future (*i.e.*, price per module, discount per module, length of time within State may exercise option to purchase, period of time during which proposed price is guaranteed). This proposal in no way obligates the State to acquire these modules.

The Vendor is expected to complete the Cost Matrix as a Microsoft Excel workbook and upload that file as part of the Proposal. Proposed costs should include all required taxes.

4 Appendices

4.1 Terms and Definitions

Term	Definition
AFRS	Agency Financial Reporting System
CSR/CB	Civil Service Reform/Collective Bargaining
DIS	Department of Information Services
OFM	Office of Financial Management
Prime Contractor	Lead contractor for the Proposal that includes a single team of implementation service providers. The team must include the publisher of the core HRMS application software, which may be either the prime contractor or a subcontractor.
Proposal Team	A vendor or team of vendors that includes the publisher of the proposed core HRMS software application.
Proposal, Bid, Response	The response to this RFP provided by a vendor or team of vendors. "Bid" or "Response" may be used in this document and have the same meaning.
Publisher	A person, firm, or company that develops, markets, licenses, and supports operating system or application software.
SHB 1268	Personnel System Reform Act of 2002
State	The State of Washington, operating by and through the Department of Personnel for purposes of this RFP

4.2 State of Washington Chart of Accounts

The table below provides detailed information about the element of the State's General Ledger and Financial Accounting systems chart of accounts.

DATA ELEMENT	INPUT CODES	CODES REF. IN TABLES	STATEWIDE / AGENCY	TABLE
AGENCY				
Agency		xxx	Statewide/Agency	D53, 01
Sub-Agency		x	Agency	D01
ACCOUNTS	TRAN CODE	nnn nnnn nnnn	Statewide	TC
General Ledger	(Var)	(nnnn)	Statewide	D31
Memorandum		nnnn	Statewide	D33
Subsidiary (Debit)		xxxxxx xxxxxx	Statewide/Agency	D32
“ (Credit)		xxxxxx xxxxxx	Statewide/Agency	D32
FUND	MASTER INDEX	xxxxxxxx Can include all codes below		
Accounting Fund		xxx	Statewide	D22
Fund Detail		nn or	Statewide	D23
APPROPRIATION	APPR. INDEX	xxx	Agency	AI
Appropriation		xxx	Statewide/Agency	D26, 07
Appn. Type		x	Statewide	D08, 26
Appn. Character		n	Statewide	D09, 26
PROGRAM	PROG. INDEX	xxxxx	Agency	PI
Function		nn	Statewide	D15, 27
Program		xxx	Statewide/Agency	D27, 16
Sub-Program		xx	Agency	D17
Activity		xx	Agency	D18
Sub-Activity		xx	Agency	D19
Task		xx	Agency	D20
ORGANIZATION	ORG. INDEX	xxxx	Agency	OI
Division		xx	Agency	D02
Branch		xx	Agency	D03
Section		xx	Agency	D04
Unit		xx	Agency	D05
Cost Center		xx	Agency	D06
PROJECT			Agency	PC
Project Type		n	Statewide/Agency	D41
Project	xxxx *	xxxx	Agency	D42
Sub-Project	xx *	xx	Agency	D43
Project Phase	xx *	xx	Agency	D44
OBJECT OF EXPENDITURES				
Object		nn	Statewide	D10
Sub-Object	aa	aa	Statewide	D11
Sub-Sub-Object	xxxx	xxxx	Agency	D12
REVENUE SOURCE				
Major Group	nn	nn	Statewide	D34
Major Source	nn	nn	Statewide	D35
Sub-Source	xxxxxx	xxxxxx	Agency	D36
OTHER				
Workclass	xxx	xxx	Agency	D40

DATA ELEMENT	INPUT CODES	CODES REF. IN TABLES	STATEWIDE / AGENCY	TABLE
County	nnn *	nnn	Statewide	D37
Cities and Towns	nnnn *	nnnn	Statewide	D38
Allocation Code	xxxx	xxxx	Agency	D63
Budget Unit	xxx *	xxx	Agency	D13
Month of Service	yymm	yymm	Agency	-

4.3 Required Interfaces

All interfaces operate in batch mode except as noted.

Organization / Interface Name	Interface Description	Frequency	Direction
Department of Retirement Systems			
OUT111.DRS124.RETR.JV()	Journal Voucher of Retirement Contributions	Pay Period	Send
OUT111.P.DRS124.RWL.TRAN SMTL()	Retirement Worklist of Employer/Employee Contributions/Compensation	Daily	Send
OUTES124.PC8600.HRISD.DCP .TRNSM	Deferred Compensation Deduction Load	Semi-Monthly	Receive
OUT111.P.DRS124.P.DEFERRA L.TRNSM	Deferred Comp Transmittal	Semi-Monthly	Send
HRISD has direct access to DRS Rates Tables and Membership Database		Online – daily and within payroll process	
Department of Social Health and Services:			
OUT111.P.DSH300.OSE.EXTR ACT.DATA()	Support Enforcement Extract	Pay Period	Send
Office of Financial Management			
EXAFRS.FOURDAY.INTRPISD .DATA()	Payroll Journal Voucher	Pay Period	Send
OUT111.P.OFM105.LEAVE.CA FR	Agy Leave Balance information	Pay Period	Send
OFM has direct access to HRISD's database for their Budget Projection System (to be replaced in the near future with access to Data Warehouse) as well as direct access to employee EFT Bank ID and Account # for use in their Vendor Pay System.		Daily	
HRISD also accesses the OFM AFRS FUND Table during the payroll process		Within payroll processes	
Office of the State Auditor			
OUT111.P.AUD095.ACCTMEP. MONTH()	Payroll Accounting	Quarterly	Send
OUT111.P.AUD095.COMPMEP. MONTH()	Computed Paymaster	Quarterly	Send
Office of the State Treasurer			
OUT111.TRE090.PAYROLL.BO ND	Employees Savings Bonds	Pay Period	Send
OUT111.TRE090.PAYROLL.D ATA.*	State Employee Payroll JV Fund Summary	Pay Period	Send

Organization / Interface Name	Interface Description	Frequency	Direction
OUT111.TRE090.PAYROLL.EFT.*	Electronic File Transfer – JV	Pay Period	Send
OUT111.TRE090.PAYROLL.RETAX.*	Retiree Tax Reporting – JV	Pay Period	Send
OUT111.TRE090.PAYROLL.RETR.*	Retiree Payroll Reporting – JV	Pay Period	Send
OUT111.TRE090.PAYROLL.REV.A	EFT Reversals – JV	Pay Period	Send
OUT111.TRE090.PAYROLL.TAX.*	State Employee Payroll Tax Payments – JV	Pay Period	Send
PAY111.PROD.P.F2164.TREACT	State Share Transfer – JV	Monthly	Send
PAY111.PROD.P.F2164.TRELOCAL	State Share Transfer – JV	Monthly	Send
OUT111.TRE090.PROD.OSTWARR	Outstanding Warrants	Pay Period	Send
OUT111.TRE090.PROD.REGCTL	State Payroll Warrant Register	Pay Period	Send
OUT111.TRE090.PROD.TWOCARD	Warrant Register Detail	Pay Period	Send
VSAM.ACH.RECEIVE.FDTX	Retiree Federal Tax Reporting – EFTPS	Pay Period	Send
VSAM.ACH.RECEIVE.FDTR	State Federal Tax Reporting – Tax Link	Pay Period	Send
VSAMA.INP111.TRE090.EFT.CORRTNS	EFT Bank Corrections	Daily	Receive
PER111.PROD.ACHTAP()	Employee EFT File	Pay Period	Send
PAY111.PROD.ACHBANK.RET()	Retiree EFT File	Pay Period	Send
PAY111.PROD.FEDTAX.CP.DATA	Central Pay Tax Payments	Pay Period	Send
PAY111.PROD.FEDTAX.RE.DATA	Federal Taxes Paid – Retirees	Pay Period	Send
Washington State Employment Security Department:			
OUT111.P.ES540.STATE.EMP.WAGES	State Payroll Hours and Gross Wages for Unemployment Insurance	Quarterly	Send
Health Care Authority			
Employee Interface file – Dataset Names unknown at this time	Sends basic employee info to HCA for Insurance Eligible employees	Daily	Send
Insurance Deduction File – Dataset Names unknown at this time	HCA sends deductions for Health, Life and LTD	Daily	Receive

Organization / Interface Name	Interface Description	Frequency	Direction
State Share Transfer file – DSN unknown	HCA sends information to HRISD to take State Share/Employee Share from agencies	Monthly	Receive
Insurance Deductions Taken in Payroll – DSN unknown	HRISD sends actual Life and LTD deductions to HCA	Pay Period	Send
Insurance Reconciliation File	HCA sends HRISD information for Insurance Reconciliation Process	Monthly	Receive
Liberty Mutual			
Auto-Home Deduction File – DSN unknown	Liberty Mutual Insurance sends HRISD deduction information for auto-home coverage	Semi-Monthly	Receive
Deduction File of Auto-Home Payments – DSN unknown	HRISD send Liberty Mutual the deduction information that was actually deducted in payroll	Semi-Monthly – Pay Period	Send
Internal Revenue Service			
Cartridge for 1099R reporting		Annual	Send
Social Security Administration			
W-2 Reporting File	HRISD sends SSA the W-2 file for all agencies using the National Data Mover product – now called EDT	Annual	Send
Name Verification File – EVS	HRISD sends SSA a cartridge of all employee names to verify name accuracy	Annual	Send
Name File Returned	SSA returns the cartridge of the names with verification codes	Annual	Receive

4.4 Certifications and Assurances

We make the following certifications and assurances as a required element of the Response to which it is attached, affirming the truthfulness of the facts declared here and acknowledging that the continuing compliance with these statements and all requirements of the RFP are conditions precedent to the award and Contract.

The prices in this Response have been arrived at independently, without any consultation, communication, or agreement with any other offeror or competitor for the purpose of restricting competition relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered. The prices in this Response have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before contract award unless otherwise required by law. No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition. However, we understand that we may freely join with other persons or organizations for the purpose of presenting a single proposal or bid.

The attached Response is a firm offer for a period of 120 days following the Response Due Date specified in the RFP, and it may be accepted by DOP without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 120-day period. In the case of protest, our Response will remain valid for 180 days or until the protest is resolved, whichever is later.

In preparing this Response, we have not been assisted by any current or former employee of the State of Washington whose duties relate (or did relate) to the State's solicitation, or prospective Contract, and who was assisting in other than his or her official, public capacity. Neither does such a person nor any member of his or her immediate family have any financial interest in the outcome of this Response. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)

We understand that the State will not reimburse us for any costs incurred in the preparation of this Response. All Responses become the property of the State, and we claim no proprietary right to the ideas, writings, items, or samples unless so stated in our Response. Submission of the attached Response constitutes an acceptance of the evaluation criteria and an agreement to abide by the procedures and all other administrative requirements described in the solicitation document.

We understand that any Contract awarded, as a result of this Response will incorporate all the solicitation requirements. Submission of a Response and execution of this Certifications and Assurances document certify our willingness to comply with the Contract terms and conditions appearing in the Model Contracts, or substantially similar terms, if selected as a contractor. It is further understood that our standard contract will not be considered as a replacement for the terms and conditions appearing in the Model Contracts of this solicitation.

We (circle one) are / are not submitting proposed Contract exceptions (see Section 2.13 Contract Requirements).

Vendor Signature

Vendor Company Name

Title

Date

4.5 OMWBE Certification

GUARANTEE
(To be completed by Vendor)

Vendor guarantees that if he/she is the Successful Vendor: (1) that the following certified MBE and/or WBE firm(s) will be utilized and compensated in the percentage shown below; (2) that the following MBE and/or WBE firm(s) will provide a "commercially useful function" in this transaction as defined in WAC 326.02.030. Additionally, Vendor acknowledges that submitting false or fraudulent information or otherwise preventing, interfering or not complying with participation by the following MBE and/or WBE firm(s) may subject violator to penalties set forth in RCW 39.18.080 through 090. For questions regarding the above, contact Office of Minority and Women's Business Enterprises, (360) 753-9693.

MBE FIRM NAME	MBE CERTIFICATION NO.*	PARTICIPATION PERCENTAGE
_____	_____	_____
_____	_____	_____

WBE FIRM NAME	WBE CERTIFICATION NO.*	PARTICIPATION PERCENTAGE
_____	_____	_____
_____	_____	_____

Name of Vendor Completing this Certification: _____

*Certification number issued by Office of Minority and Women's Business Enterprises (OMWBE).